THE WORKS OF

THEODORE ROOSEVELT

IN FOURTEEN VOLUMES

Illustrated

PRESIDENTIAL ADDRESSES AND STATE PAPERS

PART ONE

Executive Edition

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PRESIDENTIAL ADDRESSES AND STATE PAPERS

PART ONE

INTRODUCTION

By ALBERT SHAW

THE materials contained in the Addresses and State Papers of President Roosevelt, here collected for the first time, possess far more than a transitory interest and value. It is obvious indeed that for the future student of American politics and history their preservation in convenient and authentic form is not merely an important service, but an indispensable one; for it would have been impossible to collate them in any accurate or complete way from the scattered files of newspapers, especially since many of the addresses were delivered at points remote from news centres, and some of these were very inadequately reported by the press. This observation, it is needless to say, does not apply to the formal State Papers,—chiefly messages to Congress,—included in the second of these two volumes; for such official deliverances are duly preserved and published by the Government itself. It is, however, suitable as well as convenient to include these State Papers in a collection of the recent utterances of President

Roosevelt, for reasons so nearly obvious as to need little comment.

The palpable fact is that President Roosevelt's messages to Congress and a large number of his speeches, delivered in various parts of the country in his capacity as President, pertain to the same topics and serve a like public purpose. The messages must, of course, deal with matters affecting the welfare of the nation, and with various questions of public business or policy, in those aspects that bear upon the work of Congress. It is the President's Constitutional right and duty to present information upon such topics, or to expound them from the standpoint of the Administration. In the long series of Presidential messages one may, indeed, read the history of this country for more than a hundred years. To that official narrative these messages by Mr. Roosevelt add the latest and some of the most fascinating chapters.

The speeches here collected, on the other hand, have a much wider range. Nevertheless, a great number of the addresses and speeches do in fact deal with precisely the same topics as those presented in the messages to Congress, and were intended not merely for a particular audience but for the whole country through the medium of the press. And for the President's full disclosure of his views and policies touching some of the recent questions of large public concern, it is necessary to read his speeches

in connection with his general or special messages to Congress. Since a number of his speeches here printed, like his general messages, deal with a variety of matters, the reader who wishes to compare and collate the President's utterances upon a given subject, as, for example, the regulation of the trusts, the reorganization of the army, the relations of the United States to Cuba, or our methods and policies of administration in the Philippines, will find it desirable to consult the index, which is intended to make these volumes available for ready reference.

Quite apart from their obvious value for reference purposes to the student of our contemporary history and politics, or to the campaign speaker of the one party or the other—who may wish to know authoritatively what the President has really said about the various public issues that are still pending—this collection of addresses has several other distinct merits and advantages that must give it a place among works relating to the national life and character. Mr. Roosevelt, as an exponent of the aims and ideals of a very great portion of his own generation of men and women in the United States, stands unquestionably first. In two volumes of his previously collected essays and papers, one entitled *American Ideals* and the other *The Strenuous Life,* both of which are included in the present edition of his works, of which these latest speeches form a part, Mr. Roosevelt has expressed with remarkable vigor,—as well

as with an unwavering conviction and a wholesome philosophy of work and courage,—those views of politics, citizenship, and organized social and economic life to which the best conscience and intelligence of his fellow-countrymen have made sympathetic response. These essays, it is true, set forth no abstract scheme of political or social philosophy. Yet out of them there might be evolved a systematic body of doctrine relating to the duties of citizenship in a democracy, and to the ethics of administration and government. The explanation is that the doctrines and principles have come to be embodied in the character and convictions of the man himself; and thus the essays and addresses have not been the mere intellectual products of a man addicted to the use of the pen or to the phrasing of sentences, but rather the direct and wellnigh spontaneous expression of the man himself in relation to topics rendered timely by events and occasions.

In like manner, and in an even higher sense, these later speeches here collected, made under the sobering sense of responsibility that must come with the holding of so great an office as the Presidency, express Mr. Roosevelt's convictions respecting our American life and citizenship in such manner as to form a sort of record for the study of the psychology of the nation at the beginning of the twentieth century.

Furthermore, these addresses and public papers,

while to some extent homely, unstudied and unconventional in their phraseology, have the quality of permanent literature in a much higher measure than the utterances of almost any other American public man of our time. The traditional American political oratory is highly stilted and artificial—overloaded with rhetoric and figures of speech, lacking vernacular force and directness. While the orotund and rhetorical method of the past has largely disappeared, there has followed it another method almost equally artificial, in which the stately periods of the old-fashioned orator have been succeeded by the illustrative amusing anecdote, the highly burnished witticism, and the pointed phrase or apothegm. President Roosevelt's method is wholly different from either of these. Except for being at times a trifle more earnest and hortatory, it is the method of some of the best contemporary English speakers who do not posture, and who do not attempt to be either orators or mere platform entertainers, but who prefer to state in a direct, conversational manner certain things that they wish to say, and whose language is that which they habitually use in conversation, and which naturally and without conscious effort clothes their thoughts as men of culture and mature intellectual life. President Roosevelt being a man of trained mind, strong conviction, historical knowledge, and wide public experience, combined with great practical energy and executive force, and buoyant physical

health, has both his own opinions and his own ready and forcible way of expressing them.

Thus many of the speeches contained in this collection are as nearly extemporaneous utterances as perhaps any which have ever been put into similarly permanent form. Here are addresses made in almost every State and Territory of the Union; and they have been prepared and delivered within a very short range of time, during which a far greater number of smaller and more casual speeches have been delivered, thousands of letters written, and innumerable statements upon matters of a public character made to the Cabinet (collectively and individually), to Senators and members of Congress, to various executive officials, to public men and citizens from every part of every State of the Union, to committees and deputations representing all classes and interests, and to representatives and visitors from all countries—whether a royal prince from Germany, or a defeated Boer general from South Africa. And when one considers all these demands upon the President's time and knows something of the prodigious industry with which he devotes himself unflinchingly to the almost innumerable duties that present themselves daily in connection with his executive work, it becomes plain that the President's speeches and addresses have been in the main the spontaneous utterances of a richly stored mind inspired by firm conviction and resolute will, and

supported by extraordinary physical strength and vigor.

Yet the President's speeches have not been carelessly prepared, nor have they ever been left—as some speakers profess to leave theirs—to the "inspiration of the moment." Mr. Roosevelt has unusual powers of concentration; and his achievement of so much work is due to his ability to turn promptly from one thing to another and to give each successive task his whole undivided attention. With an excellent memory and a disciplined mind, he is able to summon to his aid at a given moment all his past resources of reading, study, and thought upon a given topic. Thus, before going on several of the long trips in connection with which a great number of addresses in these volumes were made, the more important of the speeches for which dates had been fixed were dictated one after another to his stenographers late in the evening when the day's work was cleared away, social or official guests had departed, and an hour or two of uninterrupted time was at the President's disposal.

This, indeed, is the same method by which a number of the essays and addresses which have become familiar in the collected volumes entitled *American Ideals,* and *The Strenuous Life,* had been prepared at former periods when Mr. Roosevelt was under stress of much occupation. There has been no attempt to polish sentences or to make fine phrases, yet

there is the orderly and the deliberate expression that results from orderly processes of thinking, and there is the assured and confident tone that reveals a steadfast mind seldom tormented by doubts or misgivings.

Again, it is to be noted that these addresses are patriotic rather than partisan, and that where they deal with matters of controversy they show a spirit as little contentious or polemic as possible. While the President believes in the utility of the party system, he speaks always as President of the whole country and not merely as the chief of a party. His speeches, in short, are the utterances of a man who embodies the national spirit more broadly and fully than almost any other man of his day; and he expresses himself upon a wide range of topics with a larger fund of experience and direct knowledge than is possessed by any other conspicuous public man of either party.

It is only through some understanding of the career that led up to his assumption of the Presidency that the richness, the fulness, and the authoritative quality of his observations on many varied themes can be appreciated. Mr. Roosevelt's life has, amid much variety, possessed great unity. While still in college at Harvard, his mind became centred upon the study of American life, American history, and American government and policy. Whatever he undertook after leaving college added steadily to his understanding of the people of his own country and

their institutions. Almost at once he threw himself into the politics of the great State of New York, served several terms in the Legislature, and made himself known throughout the country by the vigor and courage with which he applied himself to current problems of State and municipal reform. At a time when the so-called "spoils system" was powerfully rooted in the practical government of nation, State, and city, he became a civil service reformer.

Everything that was worth while was of interest to him and everything that he undertook to do was done whole-heartedly and thus made its contribution to his own development. He was an officer in the militia, and learned lessons which became, years afterward, valuable to him as a colonel in the Spanish-American war and later as commander-in-chief of the army by virtue of the Presidential office.

Meanwhile his first literary undertaking was the history of the naval war of 1812, which appeared in 1882, and which will always remain a vital and a standard account of our last war with Great Britain, especially from the standpoint of naval strategy and actual operations. Whether taking part himself in the current life of his country and in the making of its history, or whether studying or writing about the part that others have taken in the development of the nation, there has been on Mr. Roosevelt's part always a singleness of purpose and a harmony of effort. Thus, when he wrote about the War of 1812,

as when in later years he wrote the graphic yet accurate and well-poised studies of those Western movements, military and civil, that created the Mississippi Valley (comprised in the series of volumes entitled *The Winning of the West*), there was on his part just as much a sense of dealing with realities as when in 1899 he wrote out the story of the part played by his regiment of Rough Riders in the Spanish-American war of the year before.

The circumstances which took him to the West in 1884 to become for some years a cattle ranchman, a resident of the great plains, and an exponent of hunting and frontier life, involved in no manner an interruption of the career upon which he had made so propitious an entrance. On the contrary, this was the best possible step that could have been taken for the rounding out and development of the career of a man destined, either in letters or in action, to spend his life in dealing with American affairs from a broad standpoint.

Many of the most marked traits of the American people have been evolved through the process of pioneering. For three centuries our people have been engaged in subduing a continent that they had found a pathless wilderness. No man who has lacked contact with some concrete phases of our pioneering life can ever wholly enter into the spirit of the nation's historical development, or perfectly understand the inherited qualities of our present-day citizenship.

Mr. Roosevelt's Western life supplied that needful element of understanding, while it gave him physical hardihood and a continental breadth of view. It gave him, furthermore, that traditional American readiness with a horse and a gun, and that adaptability to the free life of field and of woods which is the heritage of the average young American, and which made the greater part of the Northern and Southern armies in the Civil War so unequaled, for effectiveness, in all military history.

Through these years of practical life in the West Mr. Roosevelt never lost the studious and literary habit, nor did he lose any of his zest for the public affairs of the country. In due time he returned to the East, took an active part in New York politics again, and was nominated for Mayor. Then he went to Washington, where for a number of years he served as Chairman of the Board of Civil Service Commissioners and became an expert in the field of national administration. After that came his two years as President of the Police Commissioners of New York City—a truly strenuous period that tested every quality of his mind and character. The navy had been at low ebb when Mr. Roosevelt in 1882 wrote his *Naval War of 1812*, and that book fairly contributed toward the revival of interest which soon set on foot the movement for the creation of our modern fleet. The author of that book had ever afterward been regarded both at home and

abroad as an expert student of naval history and of sea power, and he had retained an enthusiastic interest in the whole subject. He was well fitted, therefore, for the post of Assistant Secretary of the Navy, to which President McKinley appointed him at the very time when, more clearly than most others, he foresaw the probability of a war with Spain.

He threw his whole intense energy into the work of fitting our navy for such a test, devoting himself especially to the questions of readiness and efficiency in practical detail. And then came the outbreak of war. With the feeling that he was no longer needed in the naval department, and that it was his duty to respond to the call for volunteer soldiers, he entered the army. The history of that service he has himself told in a fascinating way in the volume entitled *The Rough Riders,* included in this edition of his works.

The war being ended, he returned to his own State of New York at a moment when his party was casting about for a candidate for Governor. The outlook was not propitious; but Mr. Roosevelt's recent career had given him a great personal popularity, and he was accordingly nominated and elected. Great questions of administration are always pending in the State of New York, and there are few governmental offices in any country better adapted to train the incumbent for the tasks of practical statesmanship. Mr. Roosevelt took up the work

of the Governorship with characteristic industry, and with results that were successful and valuable in many directions. So well had he satisfied the expectations of his party and of the State that his renomination as Governor was assured; and the whole country had its attention fixed upon him as the probable nominee of his party for the Presidency in the year 1904.

A variety of circumstances, however, most of them unexpected and some of them dramatic, led to an overwhelming demand by the Republican National Convention at Philadelphia in 1900 that he forego his prospect of a second term as Governor of New York in order to take the nomination for the Vice-Presidency on the ticket with Mr. McKinley. He was put forward by his party in that summer of 1900 as its most effective campaigner. But it has not been thought by him desirable that any of the speeches made in a hotly contested Presidential electoral campaign should be included in a collection of his public addresses. The tragic death of President McKinley, in September, 1901, occurred only six months after his entrance upon a second term, and thus it happened that Mr. Roosevelt had only a short time to serve in the office of Vice-President.

So remarkable and so rapid a succession of valuable public experiences, all of a kind to give training for the duties of the Presidency, is probably unparalleled in our history. He had been the chief

Civil Service Commissioner of this great nation, the head of the police administration of our chief metropolis, the active official of the naval department, the most energetic volunteer officer in the Spanish-American war, the Governor of New York, and the Vice-President of the United States; and the man who had succeeded brilliantly in all these positions, and who had treated every one of them in turn as if it furnished the one great opportunity for rendering public service, could but bring to the Presidency an accumulated knowledge and experience that would make itself felt in every part of the work of that supreme office.

It is this wide range of experience and knowledge that has given Mr. Roosevelt the easy mastery of many subjects which he has exhibited in the addresses and public papers that make up these two volumes; and, further, it is these speeches and messages, far more than anything else contained in the admirable volumes which make up this edition of the President's writings, that exhibit him in his capacity as a practical statesman and that afford the unconscious but inevitable expression of the man himself in his relation to public affairs. All his accumulated experience has so built itself into the man that it finds a natural outlet in these varied and spontaneous utterances on many themes.

To sum up and to conclude: These addresses reveal the unity and consistency of President Roose-

velt's character and career. He is indeed a many-sided and versatile man, but there is nothing mutually contradictory about the different phases of his nature or of his past undertakings. His vital Americanism is shown equally in his historical studies of the pioneer movement that built up our great West and in his accounts of ranching life and his studies of the big game of America. In his varied literary work, as in his other efforts and activities, there is little or nothing of an incidental or *dilettante* nature; all of it is the frank expression of the man himself. The book on the War of 1812 was written when he was still very young. It might well have proved to be the merely boyish effort of a young man who had said to himself, "Lo, I will go to work and write a book!" But, on the contrary, it was in fact the outgrowth of vital interest and of strong conviction regarding his subject; and so the book lives and will continue to live. Thus all of his work for about a quarter of a century, whether literary in its character or active and official, has been done in the same direct, straightforward way as simply pertaining to the task in hand; and the task, whether great or small, has always been deemed worthy of the whole vital energy of the man.

This collection opens with a paper which, strictly speaking, has no place here. It is an essay on the Presidency written for a family paper, the "Youth's

Companion," at an earlier date, but not published until after Mr. Roosevelt had become President. It has a certain fitness of a prefatory sort. There follows a series of occasional addresses made in the first half of 1902. Then we have ten speeches on foremost public topics delivered on a trip to New England in August and September of that year. Other briefer talks were made at that time, but some of them reiterated points made in the longer ones; and it may be said here, as respects this entire collection, that in the process of preparing the material for the press that which was chiefly or wholly repetition was authoritatively omitted.

Several brief trips in the autumn of 1902 were productive of speeches in Virginia, Tennessee, Ohio, and other States of the Middle West, as well as in New York and Pennsylvania.

With the beginning of April, 1903, the President started upon the itinerary that gave occasion for a majority of these speeches. His first objective point was the Yellowstone Park; and he made a number of addresses—beginning at Chicago—on the route. He sojourned in the Park for about three weeks, and then started to St. Louis (speaking on the way) to make a formal address on the Louisiana Purchase at the dedication of the Exposition. He then started immediately for California, to visit the Yosemite Park and to fulfil numerous engagements to speak, both on the way and also in the Pacific Coast States.

He returned to Washington early in June, after an absence of more than two months. He had spoken throughout the States and Territories of the farther West, and had aroused interest on a score of great questions,—irrigation, forestry, national parks and great scenery, Alaskan resources, our Oriental trade, our expansion in the Pacific, and many others.

The remaining addresses in these volumes were made on occasions requiring no explanation. Several letters, also included, have permanent interest, —notably one or two on the race question.

Besides the Presidential messages to Congress, it has seemed desirable to include portions of gubernatorial messages sent to the New York Legislature, inasmuch as these contribute especially to an understanding of the genesis of President Roosevelt's views upon "trusts" and the public control of corporations.

PRESIDENTIAL ADDRESSES AND STATE PAPERS

THE PRESIDENCY

EDITOR'S NOTE.—Although this volume is devoted almost entirely to addresses made after Mr. Roosevelt became President, it is believed that this essay on the office of the President, which has not elsewhere appeared in book form, has a fitting place as introductory to the materials which follow herewith. The article was written by Mr. Roosevelt in 1900, while he was Governor of New York, and previous to the Republican National Convention, which nominated him for Vice-President. The views expressed in the article are, therefore, those of an outside observer, and are not to be regarded as those of an incumbent of the office. It will be clear to all readers that the writer of the article could not at the time of its publication have foreseen the place he was destined to occupy.

This article was written expressly for "The Youth's Companion," and is reprinted by courtesy of that publication. Copyright, 1902, by Perry Mason Company.

THE President of the United States occupies a position of peculiar importance. In the whole world there is probably no other ruler, certainly no other ruler under free institutions, whose power compares with his. Of course a despotic king has even more, but no constitutional monarch has as much.

In the republics of France and Switzerland the President is not a very important officer, at least, compared with the President of the United States. In England the sovereign has much less control in

shaping the policy of the nation, the Prime Minister occupying a position more nearly analogous to that of our President. The Prime Minister, however, can at any time be thrown out of office by an adverse vote, while the President can only be removed before his term is out for some extraordinary crime or misdemeanor against the nation.

Of course, in the case of each there is the enormous personal factor of the incumbent himself to be considered, entirely apart from the power of the office itself. The power wielded by Andrew Jackson was out of all proportion to that wielded by Buchanan, although in theory each was alike. So a strong President may exert infinitely more influence than a weak Prime Minister, or *vice versâ*. But this is merely another way of stating that in any office the personal equation is always of vital consequence.

It is customary to speak of the framers of our Constitution as having separated the judicial, the legislative and the executive functions of the government. The separation, however, is not in all respects sharply defined. The President has certainly most important legislative functions, and the upper branch of the national legislature shares with the President one of the most important of his executive functions; that is, the President can either sign or veto the bills passed by Congress, while, on the other hand, the Senate confirms or rejects his nominations. Of course the President can not initiate legislation, although he can recommend it.

But unless two-thirds of Congress in both branches are hostile to him, he can stop any measure from becoming a law. This power is varyingly used by different Presidents, but it always exists, and must always be reckoned with by Congress.

While Congress is in session, if the President neither signs nor vetoes the bill which is passed, the bill becomes a law without his signature. The effect is precisely the same as if he had signed it. Presidents who disapproved of details in a bill, but felt that on the whole it was advisable it should become a law, have at times used this method to emphasize the fact that they were not satisfied with the measure which they were yet unwilling to veto. A notable instance was afforded in President Cleveland's second term, when he thus treated the Wilson-Gorman tariff bill.

The immense federal service, including all the postal employees, all the customs employees, all the Indian agents, marshals, district attorneys, navy-yard employees, and so forth, is under the President. It would of course be a physical impossibility for him to appoint all the individuals in the service. His direct power lies over the heads of the departments, bureaus and more important offices. But he does not appoint these by himself. His is only the nominating power. It rests with the Senate to confirm or reject the nominations.

The Senators are the constitutional advisers of the President, for it must be remembered that his Cabinet is not in the least like the Cabinet of which

the Prime Minister is head in the English Parliament. Under our government the Secretaries who form the Cabinet are in the strictest sense the President's own ministerial appointees; the men, chosen out of all the nation, to whom he thinks he can best depute the most important and laborious of his executive duties. Of course they all advise him on matters of general policy when he so desires it, and in practice each Cabinet officer has a very free hand in managing his own department, and must have it if he is to do good work. But all this advice and consultation is at the will of the President. With the Senate, on the other hand, the advice and consultation are obligatory under the Constitution.

The President and Congress are mutually necessary to one another in matters of legislation, and the President and the Senate are mutually necessary in matters of appointment. Every now and then men who understand our Constitution but imperfectly raise an outcry against the President for consulting the Senators in matters of appointment, and even talk about the Senators "usurping" his functions. These men labor under a misapprehension. The Senate has no right to dictate to the President who shall be appointed, but they have an entire right to say who shall not be appointed, for under the Constitution this has been made their duty.

In practice, under our party system, it has come to be recognized that each Senator has a special

right to be consulted about the appointments in his own State, if he is of the President's political party. Often the opponents of the Senator in his State do not agree with him in the matter of appointments, and sometimes the President, in the exercise of his judgment, finds it right and desirable to disregard the Senator. But the President and the Senators must work together, if they desire to secure the best results.

But although many men must share with the President the responsibility for different individual actions, and although Congress must of course also very largely condition his usefulness, yet the fact remains that in his hands is infinitely more power than in the hands of any other man in our country during the time that he holds the office; that there is upon him always a heavy burden of responsibility; and that in certain crises this burden may become so great as to bear down any but the strongest and bravest man.

It is easy enough to give a bad administration; but to give a good administration demands the most anxious thought, the most wearing endeavor, no less than very unusual powers of mind. The chances for error are limitless, and in minor matters, where from the nature of the case it is absolutely inevitable that the President should rely upon the judgment of others, it is certain that under the best Presidents some errors will be committed. The severest critics of a President's policy are apt to be, not those who know most about what is to

be done and of the limitations under which it must be done, but those who know least.

In the aggregate, quite as much wrong is committed by improper denunciation of public servants who do well as by failure to attack those who do ill. There is every reason why the President, whoever he may be and to whatever party he may belong, should be held to a sharp accountability alike for what he does and for what he leaves undone. But we injure ourselves and the nation if we fail to treat with proper respect the man, whether he is politically opposed to us or not, who in the highest office in our land is striving to do his duty according to the strength that is in him.

We have had Presidents who have acted very weakly or unwisely in particular crises. We have had Presidents the sum of whose work has not been to the advantage of the Republic. But we have never had one concerning whose personal integrity there was so much as a shadow of a suspicion, or who has not been animated by an earnest desire to do the best possible work that he could for the people at large. Of course infirmity of purpose or wrong-headedness may mar this integrity and sincerity of intention; but the integrity and the good intentions have always existed. We have never had in the Presidential chair any man who did not sincerely desire to benefit the people and whose own personal ambitions were not entirely honorable, although as much can not be said for certain aspirants for the place, such as Aaron Burr.

Corruption, in the gross sense in which the word is used in ordinary conversation, has been absolutely unknown among our Presidents, and it has been exceedingly rare in our President's Cabinets. Inefficiency, whether due to lack of will-power, sheer deficiency in wisdom, or improper yielding either to the pressure of politicians or to the other kinds of pressure which must often be found even in a free democracy, has been far less uncommon. Of deliberate moral obliquity there has been but very little indeed.

In the easiest, quietest, most peaceful times the President is sure to have great tasks before him. The simple question of revenue and expenditure is as important to the nation as it is to the average household, and the President is the man to whom the nation looks and whom it holds accountable in the matter both of expenditure and of revenue. It is an entirely mistaken belief that the expenditure of money is simply due to a taste for recklessness and extravagance on the part of the people's representatives.

The representatives in the long run are sure to try to do what the people effectively want. The trouble is that although each group has, and all the groups taken together still more strongly have, an interest in keeping the expenditures down, each group has also a direct interest in keeping some particular expenditure up. This expenditure is usually entirely proper and desirable, save only that the aggregate of all such expenditures may be so

great as to make it impossible for the nation to go into them.

It is a good deal the same thing in the nation as it is in a State. The demand may be for a consumptive hospital, or for pensions to veterans, or for a public building, or for an armory, or for cleaning out a harbor, or for starting irrigation. In each case the demand may be in itself entirely proper, and those interested in it, from whatever motives, may be both sincere and strenuous in their advocacy. But the President has to do on a large scale what every Governor of a State has to do on a small scale, that is, balance the demands on the Treasury with the capacities of the Treasury.

Whichever way he decides, some people are sure to think that he has tipped the scale the wrong way, and from their point of view they may conscientiously think it; whereas from his point of view he may know with equal conscientiousness that he has done his best to strike an average which would on the one hand not be niggardly toward worthy objects, and on the other would not lay too heavy a burden of taxation upon the people.

Inasmuch as these particular questions have to be met every year in connection with every session of Congress and with the work of every department, it may readily be seen that even the President's every-day responsibilities are of no light order. So it is with his appointments. Entirely apart from the fact that there is a great pressure for place, it is also the fact that in all the higher

and more important appointments there are usually conflicting interests which must somehow be reconciled to the best of the President's capacity.

Here again it must be remembered that the matter is not always by any means one of merely what we call politics. Where there is a really serious conflict in reference to an appointment, while it may be merely a factional fight, it is more apt to be because two groups of the President's supporters differ radically and honestly on some question of policy; so that whatever the President's decision may be, he can not help arousing dissatisfaction.

One thing to be remembered is that appointments and policies which are normally routine and unimportant may suddenly become of absolutely vital consequence. For instance, the War Department was utterly neglected for over thirty years after the Civil War. This neglect was due less to the successive Presidents than to Congress, and in Congress it was due to the fact that the people themselves did not take an interest in the army. Neither the regular officer nor the regular soldier takes any part in politics as a rule, so that the demagogue and the bread-and-butter politician have no fear of his vote; and to both of them, and also to the cheap sensational newspaper, the army offers a favorite subject for attack. So it often happens that some amiable people really get a little afraid of the army, and have some idea that it may be used some time or other against our liberties.

The army never has been and, I am sure, it

never will be or can be a menace to anybody save America's foes, or aught but a source of pride to every good and far-sighted American. But it is only in time of actual danger that such facts are brought home vividly to the minds of our people, and so the army is apt to receive far less than its proper share of attention. But when an emergency like that caused by the Spanish War arises, then the Secretary of War becomes the most important officer in the Cabinet, and the army steps into the place of foremost interest in all the country.

It is only once in a generation that such a crisis as the Spanish War or the Mexican War or the War of 1812 has to be confronted, but in almost every administration lesser crises do arise. They may be in connection with foreign affairs, as was the case with the Chilean trouble under President Harrison's administration, the Venezuelan matter in President Cleveland's second term, or the Boxer uprising in China last year. Much more often they relate to domestic affairs, as in the case of a disastrous panic, which produces terrible social and industrial convulsions. Whatever the problem may be, the President has got to meet it and to work out some kind of a solution. In midwinter or midsummer, with Congress sitting or absent, the President has always to be ready to devote every waking hour to some anxious, worrying, harassing matter, most difficult to decide, and yet which it is imperative immediately to decide.

An immense addition to the President's burden

is caused by the entirely well-meaning people who ask him to do what he can not possibly do. For the first few weeks after the inauguration a new President may receive on an average fifteen hundred letters a day. His mail is so enormous that often he can not read one letter in a hundred, and rarely can he read one letter in ten. Even his private secretary can read only a small fraction of the mail. Often there are letters which the President would really be glad to see, but which are swamped in the great mass of demands for office, demands for pensions, notes of warning or advice, demands for charity, and requests of every conceivable character, not to speak of the letters from "cranks," which are always numerous in the President's mail.

One President, who was very anxious to help people whenever he could, made the statement that the requests for pecuniary aid received in a single fortnight would, if complied with, have eaten up considerably more than his entire year's salary. The requests themselves are frequently such as the President would like to comply with if there was any way of making a discrimination; but there is none.

One rather sad feature of the life of a President is the difficulty of making friends, because almost inevitably after a while the friend thinks there is some office he would like, applies for it, and when the President is obliged to refuse, feels that he has been injured. Those who were closest to Abraham Lincoln have said that this was one of the things which concerned him most in connection with his

administration. It is hardly necessary to allude to the well-known fact that no President can gratify a hundreth part of the requests and demands made upon him for office, often by men who have rendered him real services and who are fit to fill the position they seek, but not so fit as somebody else. Of course the man does not realize that his successful rival was appointed because he really was more fit, and he goes away sour and embittered because of what he feels to be the President's ingratitude.

Perhaps the two most striking things in the Presidency are the immense power of the President, in the first place; and in the second place, the fact that as soon as he has ceased being President he goes right back into the body of the people and becomes just like any other American citizen. While he is in office he is one of the half-dozen persons thoroughout the whole world who have most power to affect the destinies of the world.

He can set fleets and armies in motion; he can do more than any save one or two absolute sovereigns to affect the domestic welfare and happiness of scores of millions of people. Then when he goes out of office he takes up his regular round of duties like any other citizen, or if he is of advanced age retires from active life to rest, like any other man who has worked hard to earn his rest.

One President, John Quincy Adams, after leaving the Presidency, again entered public life as a Congressman, and achieved conspicuous successes in the Lower House. This, however, is a unique case.

Many Presidents have followed the examples of Jefferson and Jackson, and retired, as these two men retired to Monticello and The Hermitage. Others have gone into more or less active work, as practicing lawyers or as lecturers on law, or in business, or in some form of philanthropy.

During the President's actual incumbency of his office the tendency is perhaps to exaggerate not only his virtues but his faults. When he goes out he is simply one of the ordinary citizens, and perhaps for a time the importance of the rôle he has played is not recognized. True perspective is rarely gained until years have gone by.

Altogether, there are few harder tasks than that of filling well and ably the office of President of the United States. The labor is immense, the ceaseless worry and harassing anxiety are beyond description. But if the man at the close of his term is able to feel that he has done his duty well; that he has solved after the best fashion of which they were capable the great problems with which he was confronted, and has kept clean and in good running order the governmental machinery of the mighty Republic, he has the satisfaction of feeling that he has performed one of the great world-tasks, and that the mere performance is in itself the greatest of all possible rewards.

ADDRESSES AND STATE PAPERS

SPEECH OF PRESIDENT ROOSEVELT AT THE REUNION OF THE DEPARTMENT OF THE POTOMAC, G. A. R., AT THE NEW WILLARD HOTEL, WASHINGTON, D. C., FEB. 19, 1902

Mr. Chairman, Commander-in-Chief, and you, my Comrades:

I can say that there is nothing else of which I am quite so proud as having won, in a sense, the right to claim comradeship with you. And, gentlemen, I recollect speaking with a friend at the time of the Spanish War as to why we went, and it was agreed that it was simply because we could not stay away. We had taken to heart the great object-lesson that you gave. I am very glad to have the chance of seeing you this evening and of being with you. I would be but a poor American if I did not appreciate to the full the debt under which America rests to you, not alone for the lesson in war that you have given, but for what that lesson teaches as to peace. I meet you here and I see the general and the man from the ranks honor one another by the highest title either knows—comrade. I see you applying the great lesson of brotherhood —the lesson that must be applied in civil life no less than in military life if we are to work out, as we shall work out, aright the problems that face

the Republic. The war in which I was engaged was a small affair; but it gave us an understanding of what you had done and of what you had been through. I know pretty well what kind of memories you have. I know what you did, what you risked, what you sacrificed. I know what it meant to you, and I know why you did it. There are two or three lessons that you taught that I hope this country will not only never forget, but will never cease applying. In the first place the motive—the tissue of motives that spurred you on—the love for liberty, love for union, and the love for the stable and ordered freedom of a great people. You braved nights in the freezing mud of the trenches in winter, and the marches under scorching midsummer suns; fever cots, wounds, insufficient food, exhausting fatigue of a type that those that have not tried it can not even understand. You did it without one thought of the trivial monetary reward at the moment; you did it because your souls spurred you on. And that is the reason why to this day, when any man speaks to a body of veterans he speaks to a body of men who are instant to respond to any call for adherence to a lofty ideal. In other words, you practiced, and by practicing preached, in the strongest manner, the ideal of doing your duty, of doing duty when duty calls, without thought of what the reward might be. In the days when the sad, kindly, patient Lincoln—mighty Lincoln—stood in the White House like a high priest of the people, between the horns of the altar, and poured out the

blood of the bravest and best, it was because only by that sacrifice could the flag that had been rent in sunder once again be made without a seam. You taught the ideal of duty—duty, a word that stands above glory, or any other word. Glory is a good word, too, but duty is a better one.

You taught, in addition to that, brotherhood. In the ranks, as you stood there shoulder to shoulder, little any one of you cared what the man next to you was as regarded wealth, trade, or education, if he was in very truth a man. And, friends, short would have been our shrift if in our army as a whole there had been any failure to exercise just that type of judgment—to exercise the judgment on the man as a man; short would have been our shrift if we had failed to do justice to the bricklayer on the one hand, or to the banker on the other; if we had shown either contempt of the one, or the no less mean emotion of envy for the other. If we are to go on, as we shall and must go on in our national career, we must apply in the civic life of our nation exactly the principles which obtained in the Grand Army of the Republic. There are plenty of foes to fight and we can not afford to have honest men betrayed into hostility toward one another; betrayed into acting toward one another in a way that will permanently deteriorate the standard of our national character. We can afford to disagree on questions of proper political difference. There are plenty such. But we can not afford, if we are to remain true to the ideals of the past, to differ

about those ideals. We can not afford to do less than justice to any man. We can not afford to shrink from seeing that the right obtains; nor, on the other hand, to rebuke any effort to stir up those dark and evil forces which lurk in each man's breast, and which need to be kept down, not excited.

The Commander-in-Chief spoke of the great and good President—of President McKinley—who died for the people exactly as Abraham Lincoln died. You who wore the blue in the early sixties warred against that spirit of disunion which, if successful, would have meant widespread governmental anarchy throughout this land. You warred for orderly liberty. So now it behooves each of us so to conduct his civil life, so to do his duty as a citizen, that we shall in the most effective way war against the spirit of anarchy in all its forms. You did mighty deeds, and you leave us more than mighty deeds, for you leave us the memory of how you did them. You leave us not only the victory, but the spirit that lay behind it and shone through it. You leave us not only the triumph, but the memory of the patient resolution, of the suffering, of the dogged endurance and heroic daring through which that triumph came to pass. You in your youth and early manhood took up the greatest task which fell to the lot of any generation of our people to perform. You did it well. We have lesser tasks, and yet tasks of great and vital importance. Woe to us if we do not show ourselves worthy to be your successors, by doing our lesser tasks with the same

firm determination for right that you displayed when you fought to a finish the great Civil War, when you upheld the arms of Abraham Lincoln, and followed to victory the flag of Ulysses S. Grant.

AT THE CHARLESTON EXPOSITION, WEDNESDAY, APRIL 9, 1902

Mr. President, Mr. Mayor, and you, the Men and Women of the Palmetto State, Men and Women of the South; my Fellow-citizens of the Union:

It is indeed to me a peculiar pleasure to have the chance of coming here to this Exposition held in your old, your beautiful, your historic city.

My mother's people were from Georgia; but before they came to Georgia, before the Revolution, in the days of Colonial rule, they dwelt for nearly a century in South Carolina; and therefore I can claim your State as mine by inheritance no less than by the stronger and nobler right which makes each foot of American soil in a sense the property of all Americans.

Charleston is not only a typical Southern city; it is also a city whose history teems with events which link themselves to American history as a whole. In the early Colonial days Charleston was the outpost of our people against the Spaniard in the South. In the days of the Revolution there occurred here some of the events which vitally affected the outcome of the struggle for Independence, and which impressed themselves most deeply upon the

popular mind. It was here that the tremendous, terrible drama of the Civil War opened.

With delicate and thoughtful courtesy you originally asked me to come to this Exposition on the birthday of Abraham Lincoln. The invitation not only showed a fine generosity and manliness in you, my hosts, but it also emphasized as hardly anything else could have emphasized how completely we are now a united people. The wounds left by the great Civil War, incomparably the greatest war of modern times, have healed; and its memories are now priceless heritages of honor alike to the North and to the South. The devotion, the self-sacrifice, the steadfast resolution and lofty daring, the high devotion to the right as each man saw it, whether Northerner or Southerner—all these qualities of the men and women of the early sixties now shine luminous and brilliant before our eyes, while the mists of anger and hatred that once dimmed them have passed away forever.

All of us, North and South, can glory alike in the valor of the men who wore the blue and of the men who wore the gray. Those were iron times, and only iron men could fight to its terrible finish the giant struggle between the hosts of Grant and Lee, the struggle that came to an end thirty-seven years ago this very day. To us of the present day, and to our children and children's children, the valiant deeds, the high endeavor, and abnegation of self shown in that struggle by those who took part therein will remain for evermore to mark the

level to which we in our turn must rise whenever the hour of the Nation's need may come.

When four years ago this Nation was compelled to face a foreign foe, the completeness of the reunion became instantly and strikingly evident. The war was not one which called for the exercise of more than an insignificant fraction of our strength, and the strain put upon us was slight indeed compared with the results. But it was a satisfactory thing to see the way in which the sons of the soldier of the Union and the soldier of the Confederacy leaped eagerly forward, emulous to show in brotherly rivalry the qualities which had won renown for their fathers, the men of the great war. It was my good fortune to serve under an ex-Confederate general, gallant old Joe Wheeler, who commanded the cavalry division at Santiago.

In my regiment there were certainly as many men whose fathers had served in the Southern, as there were men whose fathers had served in the Northern, army. Among the captains there was opportunity to promote but one to field rank. The man who was singled out for this promotion because of conspicuous gallantry in the field was the son of a Confederate general and was himself a citizen of this, the Palmetto State; and no American officer could wish to march to battle beside a more loyal, gallant, and absolutely fearless comrade than my former captain and major, your fellow-citizen, Micah Jenkins.

A few months ago, owing to the enforced absence

of the Governor of the Philippines, it became necessary to nominate a Vice-Governor to take his place—one of the most important places in our Gov ernment at this time. I nominated as Vice-Governor an ex-Confederate, General Luke Wright, of Tennessee. It is therefore an ex-Confederate who now stands as the exponent of this Government and this people in that great group of islands in the eastern seas over which the American flag floats. General Wright has taken a leading part in the work of steadily bringing order and peace out of the bloody chaos in which we found the islands. He is now taking a leading part not merely in upholding the honor of the flag by making it respected as the symbol of our power, but still more in upholding its honor by unwearied labor for the establishment of ordered liberty—of law-creating, law-abiding civil government—under its folds.

The progress which has been made under General Wright and those like him has been indeed marvelous. In fact, a letter of the General's the other day seemed to show that he considered there was far more warfare about the Philippines in this country than there was warfare in the Philippines themselves! It is an added proof of the completeness of the reunion of our country that one of the foremost men who have been instrumental in driving forward the great work for civilization and humanity in the Philippines has been a man who in the Civil War fought with distinction in a uniform of Confederate gray.

If ever the need comes in the future the past has made abundantly evident the fact that from this time on Northerner and Southerner will in war know only the generous desire to strive how each can do the more effective service for the flag of our common country. The same thing is true in the endless work of peace, the never-ending work of building and keeping the marvelous fabric of our industrial prosperity. The upbuilding of any part of our country is a benefit to the whole, and every such effort as this to stimulate the resources and industry of a particular section is entitled to the heartiest support from every quarter of the Union. Thoroughly good national work can be done only if each of us works hard for himself, and at the same time keeps constantly in mind that he must work in conjunction with others.

You have made a particular effort in your Exhibition to get into touch with the West Indies. This is wise. The events of the last four years have shown us that the West Indies and the Isthmus must in the future occupy a far larger place in our national policy than in the past. This is proved by the negotiations for the purchase of the Danish Islands, the acquisition of Porto Rico, the preparation for building an Isthmian canal, and, finally, by the changed relations which these years have produced between us and Cuba. As a Nation we have especial right to take honest pride in what we have done for Cuba. Our critics abroad and at home have insisted that we never intended to leave

the island. But on the 20th of next month Cuba becomes a free republic, and we turn over to the islanders the control of their own government. It would be very difficult to find a parallel in the conduct of any other great State that has occupied such a position as ours. We have kept our word and done our duty, just as an honest individual in private life keeps his word and does his duty.

Be it remembered, moreover, that after our four years' occupation of the island we turn it over to the Cubans in a better condition than it ever has been in all the centuries of Spanish rule. This has a direct bearing upon our own welfare. Cuba is so near to us that we can never be indifferent to misgovernment and disaster within its limits. The mere fact that our administration in the island has minimized the danger from the dreadful scourge of yellow fever, alike to Cuba and to ourselves, is sufficient to emphasize the community of interest between us. But there are other interests which bind us together. Cuba's position makes it necessary that her political relations with us should differ from her political relations with other powers. This fact has been formulated by us and accepted by the Cubans in the Platt amendments. It follows as a corollary that where the Cubans have thus assumed a position of peculiar relationship to our political system they must similarly stand in a peculiar relationship to our economic system.

We have rightfully insisted upon Cuba adopting toward us an attitude differing politically from that

she adopts toward any other power; and in return, as a matter of right, we must give to Cuba a different—that is, a better—position economically in her relations with us than we give to other powers. This is the course dictated by sound policy, by a wise and far-sighted view of our own interest, and by the position we have taken during the past four years. We are a wealthy and powerful country, dealing with a much weaker one; and the contrast in wealth and strength makes it all the more our duty to deal with Cuba, as we have already dealt with her, in a spirit of large generosity.

This Exposition is rendered possible because of the period of industrial prosperity through which we are passing. While material well-being is never all-sufficient to the life of a nation, yet it is the merest truism to say that its absence means ruin. We need to build a higher life upon it as a foundation; but we can build little indeed unless this foundation of prosperity is deep and broad. The well-being which we are now enjoying can be secured only through general business prosperity, and such prosperity is conditioned upon the energy and hard work, the sanity and the mutual respect, of all classes of capitalists, large and small, of wage workers of every degree. As is inevitable in a time of business prosperity, some men succeed more than others, and it is unfortunately also inevitable that when this is the case some unwise people are sure to try to appeal to the envy and jealousy of those who succeed least. It is a good thing when these appeals are made to

remember that while it is difficult to increase prosperity by law, it is easy enough to ruin it, and that there is small satisfaction to the less prosperous if they succeed in overthrowing both the more prosperous and themselves in the crash of a common disaster.

Every industrial exposition of this type necessarily calls up the thought of the complex social and economic questions which are involved in our present industrial system. Our astounding material prosperity, the sweep and rush rather than the mere march of our progressive material development, have brought grave troubles in their train. We can not afford to blink these troubles, any more than because of them we can afford to accept as true the gloomy forebodings of the prophets of evil. There are great problems before us. They are not insoluble, but they can be solved only if we approach them in a spirit of resolute fearlessness, of common-sense, and of honest intention to do fair and equal justice to all men alike. We are certain to fail if we adopt the policy of the demagogue who raves against the wealth which is simply the form of embodied thrift, foresight, and intelligence; who would shut the door of opportunity against those whose energy we should especially foster, by penalizing the qualities which tell for success. Just as little can we afford to follow those who fear to recognize injustice and to endeavor to cut it out because the task is difficult or even—if performed by unskilful hands—dangerous.

This is an era of great combinations both of labor and of capital. In many ways these combinations have worked for good; but they must work under the law, and the laws concerning them must be just and wise, or they will inevitably do evil; and this applies as much to the richest corporation as to the most powerful labor union. Our laws must be wise, sane, healthy, conceived in the spirit of those who scorn the mere agitator, the mere inciter of class or sectional hatred; who wish justice for all men; who recognize the need of adhering so far as possible to the old American doctrine of giving the widest possible scope for the free exercise of individual initiative, and yet who recognize also that after combinations have reached a certain stage it is indispensable to the general welfare that the Nation should exercise over them, cautiously and with self-restraint, but firmly, the power of supervision and regulation.

Above all, the administration of the government, the enforcement of the laws, must be fair and honest. The laws are not to be administered either in the interest of the poor man or the interest of the rich man. They are simply to be administered justly; in the interest of justice to each man be he rich or be he poor—giving immunity to no violator, whatever form the violation may assume. Such is the obligation which every public servant takes, and to it he must be true under penalty of forfeiting the respect both of himself and of his fellows.

And now, my fellow-countrymen, in closing I am

going to paraphrase something said by Governor Aycock last night. I have dwelt to-day upon the fact that we are indeed a reunited people; that we are indeed and forever one people. The time was when one could not have made that statement with truth; now it can be truthfully said. There was a time when it was necessary to keep saying it, because it was already true, and because the assertion made it more true; but the time is at hand, I think the time has come, when it is not necessary to say it again. Proud of the South? Of course we are proud of the South; not only Southerners, but Northerners are proud of the South. Proud of your great deeds? Of course I am proud of your great deeds, for you are my people. I thank you from my heart for the welcome you have given me, and I assure you that few experiences in my life have been more pleasant than the experiences of these two days that I have spent among you.

AT NEW YORK AT THE BANQUET AT SHERRY'S IN HONOR OF DR. NICHOLAS MURRAY BUTLER, PRESIDENT OF COLUMBIA UNIVERSITY, APRIL 19, 1902

Mr. Chairman, and you, my hosts, and my Fellow-Guests:

What I am going to say to-night will be based upon the altogether admirable address made this afternoon by my old and valued friend, the new president of your great university, in the course

of which he spoke of what the university can contribute to the state as being scholarship and service. There are only a limited number of men of any university who can add to what has been so well called by Professor Munsterberg "productive scholarship." Of course each university should bend its energies toward developing the few men who are thus able to add to the sum of the nation's work in scholarly achievement. To those men the all-important doctrine to preach is that one piece of first-rate work is worth a thousand pieces of second-rate work; and that after a generation has passed each university will be remembered by what its sons have produced, not in the line of a mass of pretty good work, but in the way of the few masterpieces. I do not intend, however, to dwell upon this side of the university's work, the work of scholarship, the work of the intellect trained to its highest point of productiveness. I want to speak of the other side, the side that produces service to the public, service to the nation. Not one in a hundred of us is fit to be in the highest sense a productive scholar, but all of us are entirely fit to do decent service if we care to take the pains. If we think we can render it without taking the pains, if we think we can render it by feeling how nice it would be to render it—why, the value of that service will be but little.

Fortunately to-day those who addressed you had a right to appeal not merely to what they had spoken, but to what they had done. When we are inclined to be pessimistic over affairs, and especially public

affairs here in the United States, it is a pleasant thing to be able to look back to the last twenty years of the life of Columbia's late President, Mayor Low. And now, for a moment, look at things in their pure historic perspective. Think what it means in the way of an object-lesson to have a man who, after serving two terms as Mayor of what is now one of the great boroughs of this great city, then became for twelve years the President of one of the foremost institutions of learning in the entire land, and then again became the chief officer of the city. That was not merely creditable to Mr. Low; it was creditable to us. It spoke well for the city. It is a big mark on the credit side. We have plenty of marks on the debit side; but we feel that this goes a long way toward making the balance even.

As for the Dean—why, I sat at the feet of that Gamaliel when I first went into politics. He and I took part in the affairs of the old Twenty-first Assembly District in the days when I was just out of college. My very first experiences in practical politics were gained in connection with the Dean. And, gentlemen, as I gradually passed out of the sphere of the Dean, I passed into the sphere of your present President, and he has been my close friend, my valued adviser, ever since.

When it comes to rendering service, that which counts chiefly with a college graduate, as with any other American citizen, is not intellect so much as what stands above mere power of body, or mere power of mind, but must in a sense include them,

and that is character. It is a good thing to have a sound body, and a better thing to have a sound mind; and better still to have that aggregate of virile and decent qualities which we group together under the name of character. I said both decent and virile qualities—it is not enough to have one or the other alone. If a man is strong in mind and body and misuses his strength then he becomes simply a foe to the body politic, to be hunted down by all decent men; and if, on the other hand, he has thoroughly decent impulses but lacks strength he is a nice man, but does not count. You can do but little with him.

In the unending strife for civic betterment, small is the use of these people who mean well, but who mean well feebly. The man who counts is the man who is decent and who makes himself felt as a force for decency, for cleanliness, for civic righteousness. He must have several qualities; first and foremost, of course, he must be honest, he must have the root of right thinking in him. That is not enough. In the next place he must have courage; the timid good man counts but little in the rough business of trying to do well the world's work. And finally, in addition to being honest and brave he must have common-sense. If he does not have it, no matter what other qualities he may have he will find himself at the mercy of those who, without possessing his desire to do right, know only too well how to make the wrong effective.

To you, the men of Columbia here, the men of

this great city, and the men who, when they graduate, go to other parts of the country, we have the right to look in an especial degree for service to the public. To you much has been given, and woe and shame to you if we can not rightfully expect much from you in return.

We can pardon the man who has no chance in life if he does but little for the State, and we can count it greatly to his credit if he does much for the State. But upon you who have had so much rests a heavy burden to show that you are worthy of what you have received. A double responsibility is upon you to use aright, not merely the talents that have been given to you, but the chances you have to make much of these talents. We have a right to expect service to the State from you in many different lines: In the line of what, for lack of a better word, we will call philanthropy; in all lines of effort for public decency.

Remember always that the man who does a thing so that it is worth doing is always a man who does his work for the work's sake. Somewhere in Ruskin there is a sentence to the effect that the man who does a piece of work for the fee, normally does it in a second-rate way, and that the only first-rate work is the work done by the man who does it for the sake of doing it well, who counts the deed as itself his reward. In no kind of work done for the public do you ever find the really best, except where you find the man who takes hold of it because he is irresistibly impelled to do it, because he wishes

to do it for the sake of doing it well, not for the sake of any reward that comes afterward or in connection with it. Of course, gentlemen, that is true of almost every other walk of life, just exactly as true as it is in politics. A clergyman is not worth his salt if he finds himself bound to be a clergyman for the material reward of that profession. Every doctor who has ever succeeded has been a man incapable of thinking of his fee when he did a noteworthy surgical operation. A scientific man, a writer, a historian, an artist, can only be a good man of science, a first-class artist, a first-class writer, if he does his work for the sake of doing it well; and this is exactly as true in political life, exactly as true in every form of social effort, in every kind of work done for the public at large. The man who does work worth doing is the man who does it because he can not refrain from doing it, the man who feels it borne in on him to try that particular job and see if he can not do it well. And so it is with a general in the field. The man in the Civil War who thought of any material reward for what he did was not among the men whose names you read now on the honor roll of American history.

So the work that our colleges can do is to fit their graduates to do service—to fit the bulk of them, the men who can not go in for the highest type of scholarship, to do the ordinary citizen's service for the country; and they can fit them to do this service only by training them in character. To

train them in character means to train them not only to possess, as they must possess, the softer and gentler virtues, but also the virile powers of a race of vigorous men, the virtues of courage, of honesty —not merely the honesty that refrains from doing wrong, but the honesty that wars aggressively for the right—the virtues of courage, honesty, and, finally, hard common-sense.

TO THE GRADUATING CLASS, NAVAL ACADEMY, ANNAPOLIS, MD., MAY 2, 1902

Gentlemen of the Graduating Class:

In receiving these diplomas you become men who above almost any others of the entire Union are to carry henceforth ever-present with you the sense of responsibility which must come if you are worthy of wearing the uniform; which must come with the knowledge that on some tremendous day it may depend upon your courage, your preparedness, your skill in your profession, whether or not the nation is again to write her name on the world's roll of honor or is to know the black shame of defeat. We all of us earnestly hope that the occasion for war may not arise, but if it has to come then this nation must win; and as Dr. Winston has pointed out, in winning the prime factor must of necessity be the United States Navy. If the navy fails us then we are doomed to defeat. It should therefore be an object of prime importance for every patriotic American to see that the navy is built up; and that it is

kept to the highest point of efficiency both in personnel and material. Above all, it can not be too often repeated to those representatives of the nation in whose hands the practical application of the principle lies, that in modern naval war the chief factor in achieving triumph is what has been done in the way of thorough preparation and training before the beginning of the war. It is what has been done before the outbreak of war that counts most. After the outbreak, all that can be done is to use to best advantage the great war engines, and the seamanship, marksmanship, and general practical efficiency which have already been provided by the forethought of the national legislature and by the administrative ability, through a course of years, of the Navy Department. A battleship can not be improvised. It takes years to build. And we must learn that it is exactly as true that the skill of the officers and men in handling a battleship aright can likewise never be improvised; that it must spring from use and actual sea service, and from the most careful, zealous, and systematic training. You to whom I am about to give these diplomas now join the ranks of the officers of the United States Navy. You enter a glorious service, proud of its memories of renown. You must keep ever in your minds the thought of the supreme hour which may come when what you do will forever add to or detract from that renown. Some of you will have to do your part in helping construct the ships and the guns which you use. You need to bend every energy toward making these

ships and guns in all their details the most perfect of their kind throughout the world. The ship must be seaworthy, the armament fitted for best protection to the guns and men, the guns in all their mechanism fit to do the greatest possible execution in the shortest possible time. Every detail, whether of protection to the gun-crews, of rapidity and sureness in handling the ammunition and working the elevating and revolving gear, or of quickness and accuracy in sighting, must be thought out far in advance, and the thought carefully executed in the actual work. But after that has been done it remains true that the best ships and guns, the most costly mechanism, are utterly valueless if the men have not been trained to use them to the best possible advantage. From now on throughout your lives there can be no slackness in the performance of duty on your part. Much has been given you, and much will be expected from you. Your duty must be ever present with you, waking and sleeping. You must train yourselves, and you must train those under you, in the actual work of seamanship, in the actual work of gunnery. If the day for battle comes you will need all that you possess of boldness, skill, determination, ability to bear punishment, and instant readiness in an emergency. Without these qualities you can do nothing, yet even with them you can do but little if you have not had the forethought and set purpose to train yourselves and the enlisted men under you aright. Officers and men alike must have the sea habit; officers and men alike must realize

that in battle the only shots that count are the shots that hit, and that normally the victory will lie with the side whose shots hit oftenest. Of course you must have the ability to stand up to the hammering; the courage, the daring, the resolution to endure; but I take it for granted you will have those qualities. It is less to be thought to your credit to have them than it would be eternally to your discredit to lack them. I take it for granted you will have the courage we have a right to expect to go with American seamanship; that you will have the daring and the resolution. And I ask that you make it from now on your object to see that if ever the day should arise, your courage, your readiness, your eager desire to win fresh renown for the flag be made good by the training you have given yourselves and those under you in the practical work of your profession in seamanship and gunnery.

AT THE BANQUET OF THE SOCIETY OF THE SONS OF THE AMERICAN REVOLUTION, WASHINGTON, D. C., MAY 2, 1902

Mr. Toastmaster; Mr. President; Compatriots; and fellow-Americans:

It is a pleasure to take part in greeting you this evening. Societies that cultivate patriotism in the present by keeping alive the memory of what we owe to the patriotism of the past, fill an indispensable function in this Republic. You come here to-night from every quarter—from every State of the Repub-

lic and from the islands of the Eastern Seas. The Republic has put up its flag in those islands, and the flag will stay there.

I am glad to meet you here to-night—you, the descendants of the statesmen and soldiers who fought to establish this country in 1776, some of the older among whom, and the fathers of the others, fought with no less valor wearing the blue or the gray in the Civil War. May we now show our fealty to the great men who did the great deeds of the past, not alone by word but by deed! May we prove ourselves true to them, not merely by paying homage to their memory, but by so shaping the policy of this great Republic as to make it evident that we are not unworthy of our sires. They did justice, and we will do justice. They did justice as strong men, not as weaklings; and we will show ourselves strong men and not weaklings.

Before me I see men who lived in iron times, men who did great deeds. I see here a delegate from Kentucky who served under Farragut in the great days of the Civil War. I see a descendant of a man from Connecticut who was called Brother Jonathan. All around these tables are gathered men the names of whose ancestors stand not only for righteousness but also for strength—for both qualities, gentlemen. Righteousness finds weakness but a poor yoke-fellow. With righteousness must go strength to make that righteousness of avail. And in the names of the mighty men of the past I ask each man here to do his part in seeing that this na-

tion remains true in deed as well as in word to the ideals of the past; to remember that we can no more afford to show weakness than we can afford to do wrong. Where wrong has been done by any one the wrong-doer shall be punished; but we shall not halt in our great work because some man has happened to do wrong. Honor to the statesmen of the past, and may the statesmen of the present strive to live up to the example they set! Honor to the army and navy of the past! And honor to those gallant Americans wearing the uniform of the American Republic who in the army and the navy of the present day uphold gloriously the most glorious traditions of the past!

Another thing, compatriots of the Society of the Sons of the American Revolution: We are Americans, and that means that we treat Americanism primarily as a matter of spirit and purpose, and in the broadest sense we regard every man as a good American, whatever his creed, whatever his birthplace, if he is true to the ideals of this Republic.

To-day I have been down to Annapolis to see the graduating class of the Naval Academy; and it would have done your hearts good to have seen those fine, manly, upstanding young fellows who looked every man straight in the face without flinching. We may be sure that the honor of the Republic is safe in their hands.

I was glad to meet those young fellows to-day. I am glad to meet representatives of the navy like

you, Admiral Watson, and of the army like you, General Breckenridge. I am glad that we as Americans have cause to be proud of the army and the navy of the United States—of the men who in the past have upheld the honor of the flag, and of their successors, the soldiers and sailors of the present day, who during the last three years have done such splendid work in the inconceivably dangerous and harassing warfare of the eastern tropics.

AT THE LAYING OF THE CORNER-STONE OF THE McKINLEY MEMORIAL OHIO COLLEGE OF GOVERNMENT OF THE AMERICAN UNIVERSITY, WASHINGTON, D. C., MAY 14, 1902

Ladies and Gentlemen:

I am to say but one word. Nothing more need be said than has been said already by those who have addressed you this afternoon—the statesmen who worked with McKinley and the pastor under whose ministrations he sat.

It is indeed appropriate that the Methodists of America—the men belonging to that religious organization which furnished the pioneers in carving out of the West what is now the heart of the great American Republic—should found this great university in the city of Washington and should build the college that is to teach the science of government in the name of the great exponent of good and strong government who died last fall, who died as truly for this country as Abraham Lincoln himself.

I thank you for having given me the opportunity this afternoon to come before you and to lay the corner-stone of this building.

AT THE EXERCISES OF THE SOCIETY OF THE ARMY OF THE CUMBERLAND, ATTENDING THE REBURIAL OF MAJOR-GENERAL WILLIAM STARK ROSECRANS, ARLINGTON NATIONAL CEMETERY, WASHINGTON, D. C., MAY 17, 1902

Speaker Henderson; and you, the Comrades of the Great Chief whose reburial in the National Cemetery here at Arlington we have met together to commemorate:

Speaker Henderson in his address has well said that the builder rather than the destroyer is the man most entitled to honor among us; that the man who builds up is greater than he who tears down; and that our homage should be for the fighting man who not only fought worthily but fought in a worthy cause. Therefore for all time, not merely the people of this great reunited country but the nations of mankind who see the hope for ordered liberty in what this country has done, will hold you, the men of the great Civil War, and the leaders like him whose mortal remains are to be put to-day in their final resting place, in peculiar honor because you were soldiers who fought to build; you were upbuilders; you were the men to whose lot it fell to save, to perpetuate, to make stronger the great national fabric, the foundations of which had been laid by the men

who fought under him whose home at Mount Vernon stands as an equally prized memorial of the past with Arlington. It is no chance that has made Mount Vernon and Arlington, here in the neighborhood of Washington, the two great memorials of the nation's past. One commemorates the founding and the other the saving of the nation. If it were not for what Arlington symbolizes, Mount Vernon would mean little or nothing. If it were not for what was done by Rosecrans and his fellows, the work of Washington would have crumbled into bloody chaos and the deeds of the founders of this Republic be remembered only because they had begun another of the many failures to make practical the spirit of liberty in this world. Without the work that you did the work of the men who fought the Revolution to a successful close would have meant nothing. To you it was given to do the one great work which if left undone would have meant that all else done by our people would have counted for nothing. And you left us a reunited country, and therefore the right of brotherhood with and of pride in the gallantry and self-devotion of those who wore the gray, who were pitted against you in the great struggle. The very fact that we appreciate more and more as the years go on the all-importance to this country and to mankind of your victory, makes it more and more possible for us to recognize in the heartiest and frankest manner the sincerity, the self-devotion, the fealty to the right as it was given to them to see the right, of our fellow Americans

against whom you fought—and now the reunion is so complete that it is useless to allude to the fact that it is complete. And you left us another lesson in brotherhood. To-day you come here, comrades of the Army of the Cumberland—the man who had a commission and the man who fought in the ranks —brothers, because each did what there was in him to do for the right. Each did what he could and all alike shared equally in the glory of the deed that was done. Officer and enlisted man stand at the bar of history to be judged not by the difference of rank, but by whether they did their duties in their respective ranks. And oh, of how little count, looking back, the difference of rank compared with the doing of the duty! What was true then is true now. Doing the duty well is what counts. In any audience of this kind one sees in the highest official and social position men who fought as enlisted men in the armies of the Union or in the armies of the Confederacy. All we ask is, did they do their duty? If they did, honor to them! Little we care what particular position they held, save insofar as the holding of exalted position gave the men a chance to do great and peculiar service.

I shall not try to eulogize the dead General in the presence of his comrades, in the presence of his countrymen who have come to honor the memory of the man against whom they were pitted in the past—who come here because they now, like us, are Americans and nothing else, devoted to the Union and to one flag. I shall not try to speak of his ser-

vices in the presence of those who fought through the Civil War, who risked the loss of life, who endured the loss of limb, who fought as enlisted men or came out boys not yet ready to enter college but able to bear commissions in the army of the United States, as the result of three or four years of service with the colors. There are those of each class of whom I have spoken who have addressed or will address you to-day. They are entitled to speak as comrades of the great dead. But the younger among us are only entitled to pay to the great dead the homage of those to whom ordered liberty has been handed down as a heritage because of the blood, and of the sweat, and of the toil of the men who fought to a finish the great Civil War. Great were the lessons you taught us in war. Great have been the lessons you have taught us in peace since the war. Sincerely and humbly the men who came after you hasten to acknowledge the debt that is owing to you. You were the men of the mighty days who showed yourselves equal to the days. We have to-day lesser tasks; and shame to us if we flinch from doing or fail to do well these lesser tasks, when you carried to triumphant victory a task as difficult as that which was set you! Here in the presence of one of the illustrious dead whose names will remain forever on the honor roll of the greatest Republic upon which the sun has ever shone, it behooves all of us, young and old, solemnly and reverently to pledge ourselves to continue undimmed the traditions you have left us; to do the work,

whatever that work may be, necessary to make good the work that you did; to acknowledge the inspiration of your careers in war and in peace; and to remind ourselves once for all that lip loyalty is not the loyalty that counts. The loyalty that counts is the loyalty which shows itself in deeds rather than in words; and therefore we pledge ourselves to make good by our lives what you risked your lives to gain and keep for the nation as a whole.

AT THE CENTENNIAL MEETING OF THE BOARD OF HOME MISSIONS OF THE PRESBYTERIAN CHURCH, CARNEGIE HALL, NEW YORK, N. Y., ON THE EVENING OF MAY 20, 1902

Mr. Chairman; and you, my friends—for if this meeting means anything, it means a commemoration of the embodied spirit of friendship and righteousness working through the Church through generations—

I am glad to have the chance of greeting you tonight. I belong to a closely allied Church—the Dutch Reformed. I want to tell you a curious incident which was mentioned to me by one of the two gentlemen who, on your behalf, met me this evening and brought me up here. Mr. Ogden mentioned to me that two hundred and sixty or seventy years ago, the first church of my denomination here in this city was put up under contract by his ancestors, who then dwelt in Connecticut. It is, I think, in a sense symbolical of how much the Church has

counted in the life of our people that the descendants of those who worshiped in that church and of those who under contract put it up, should be meeting here this evening. I have another bond with you. There are not very many Dutch Reformed churches in this city; not quite as many as there should be; and during a considerable portion of my life I have had to go to a Presbyterian church, because there was not a Reformed church to attend. All of my early years I went to the Madison Square Presbyterian Church, which then had as its pastor Dr. Adams. Those of you who remember him will agree with me that he was one of the very few men concerning whom it was not inappropriate to use the adjective by which I shall describe him, for he was in very truth a saintly man.

It is a pleasure on behalf of the people of the United States to greet you and bid you welcome on this hundredth anniversary of the beginning of organized home missionary work by the Presbyterian Church. In one sense of course all earnest and fervent church work is a part of home missionary work. Every earnest and zealous believer, every man or woman who is a doer of the word and not a hearer only, is a lifelong missionary in his or her field of labor—a missionary by precept, and, by what counts a thousandfold more than precept, by practice. Every such believer exerts influence on those within reach, somewhat by word and infinitely more through the ceaseless, well-nigh unfelt pressure—all the stronger where its exercise is unconscious—the

pressure of example, broad charity, and neighborly kindness.

But to-night we celebrate one hundred years of missionary work done not incidentally, but with set purpose; a hundred years of effort to spread abroad the Gospel and lay the moral foundation upon which all true national greatness must rest. The century that has closed has seen the conquest of this continent by our people. To conquer a continent is rough work. All really great work is rough in the doing, though it seems smooth enough to those who look back upon it, or to the contemporaries who overlook it from afar. We need display but scant patience with those who, sitting at ease in their own homes, delight to exercise a querulous and censorious spirit of judgment upon their brethren who, whatever their shortcomings, are doing strong men's work as they bring the light of civilization into the world's dark places. The criticism of those who live softly, remote from the strife, is of little value; but it would be difficult to overestimate the value of the missionary work of those who go out to share the hardship, and, while sharing it, not to talk, but to wage war against the myriad forms of brutality. It is such missionary work that prevents the pioneers from sinking perilously near the level of the savage race against which they war. Without it the conquest of this continent would have had little but an animal side. Without it the pioneers' fierce and rude virtues and sombre faults would have remained unlit by the flame of pure and loving

aspiration. Without it the life of this country would have been a life of inconceivably hard and barren materialism. Because of it, because of the spirit that lay under those missionaries' work, deep beneath and through the national character runs that power of firm adherence to a lofty ideal upon which the safety of the nation will ultimately depend.

Honor, thrice honor to those who for three generations, during the period of this people's great expansion, have seen that the force of the living truth expanded as the nation expanded! They bore the burden and heat of the day, they toiled obscurely and died unknown, that we might come into a glorious heritage. Let us prove the sincerity of our homage to their faith and their works by the way in which we manfully carry toward completion the work they so well began.

Friends, I made up my mind coming up here that I would speak to you of something that has taken place to-day and of something else that has taken place within the last ten days. First of the action of this nation which has culminated on this Tuesday, the twentieth of May, nineteen hundred and two, in starting a free Republic on its course. That represented four years' work. There were blunders and shortcomings in the work, of course; and there were men of little faith who could only see the blunders and shortcomings. But it represents work triumphantly done. And I think that we as citizens of this Republic have a right to feel proud that we

kept our pledge to the letter, and that we have established a new international precedent. I do not remember (and I have thought a good deal about it, ladies and gentlemen) another case in modern times where, as a result of such a war, the victorious nation has contented itself with setting a new nation free and fitting it as well as could be done to start well in the difficult path of self-government. Mere anarchy and ruin would have fallen upon the island if we had contented ourselves with simple victory in the war and then had turned the island loose to shift for itself. For over three years the harder work of peace has supplemented the hard work of war; for over three years our representatives in the island (representatives largely of the army, remember—I sometimes hear the army attacked; gentlemen, I have even heard missionaries attacked. But it is well for us that when there comes a great work in peace or in war we have the army as an instrument for it), our representatives in Cuba have steadily worked to build up a school system, to see to sanitation, to preserve order and secure the chance for the starting of industries; to do everything in our power so that the new government might begin with the chances in its favor. And now as a nation we bid it Godspeed. We intend to see that it has all the aid we can give it, and I trust and believe that our people will, through their national legislature, see to it very shortly that Cuba has the advantage of entering into peculiarly close relations with us in our economic system.

That is the deed that was consummated to-day; now for the other.

Ten days or a fortnight ago an appalling calamity befell another portion of the West Indies; befell islands not in any way under our flag—islands owning allegiance to two European powers. But their need was great and our people met that need as speedily as possible. Congress at once appropriated a large sum of money and through private gifts great additions were made to that appropriation; and I found, as usual, the army and navy the instruments through which the work could be done. I wanted to get men whom I could call on instantly to drop whatever their work was and go down, with the certainty that neither pestilence nor the danger from volcanoes or anything else would make them swerve a half inch—men upon whose absolute integrity and capacity I could count, as well as on their courage. When I wanted these men and wanted them at once I turned to the army and the navy. I am sure that we all feel proud that ships bearing the American flag should have been the first to carry relief to those who had been stricken down by so appalling a disaster.

It seems to me that while there is much evil against which we need to war with all the strength there is in us, and while there are many tendencies in the complex forces about us which are fraught with peril to the future welfare of the Republic and of mankind, yet it is a fine thing to see at the opening of this century such omens of international

brotherhood, of a future when the sense of duty to one's neighbor will extend beyond national lines. They are good omens for the future, these actions: that action which culminated to-day in establishing the free Republic of Cuba; that action which made our country the first to reach out a generous and helping hand to those upon whom calamity had fallen, without regard to what the flag was to which they paid allegiance.

AT THE OVERFLOW MEETING OF THE CENTENNIAL OF PRESBYTERIAN HOME MISSIONS, CENTRAL PRESBYTERIAN CHURCH, NEW YORK, N. Y., MAY 20, 1902

Mr. Chairman; Ladies and Gentlemen:

I am glad to have the chance of saying a word to you this evening, and I know you will pardon me if it is but a word, for I did not anticipate that there would be another meeting at which to speak.

Of course, the very first thing that any nation has to do is to keep in order the affairs of its own household; to do that which is best for its own life. And as has been so well and truthfully said, Dr. Van Dyke, by you this evening, the vital thing to a nation is the spiritual, not the material. Napoleon said that in war the moral was to the material as ten to one; and it is just exactly as true in civil and social life. I do not mean for one moment to undervalue the material. We must have thrift, business energy, business enterprise and all that spring from them,

as the foundation upon which we are to build the great national superstructure. But it is a pretty poor building if you have nothing but the basement. It is an admirable thing to have material development, great material riches, if we do not misestimate the position that that material well-being should occupy in the nation. It is an admirable thing to have wealth if we use it aright and understand its relative value compared to the things of the spirit. Now that sounds like preaching. But it is only an expression of a political truism if you look at it in the right way. We have spread during the last century over this whole continent. One hundred years ago the home missionary work was begun. Do you realize that at that time any one who went west of the Mississippi went into a foreign land? He did; and as late as 1846 any one who went, in this latitude, to the Pacific Coast, went into a foreign land. But as we expanded nationally, so it was our good fortune that there should go hand in hand with such expansion the expansion of the church work, and of all that goes with church work. I do not think we can realize the all-importance of the way in which the vital need was met by the men who went out as missionaries, and pastors, and workers in the little raw, struggling communities whose people were laying deep the foundations of the great States that to-day fill the valley of the Mississippi and stud the Pacific Coast. The men who went out have by their efforts given to what would otherwise have been the merely material development of our people the spiritual

lift that was vital to it—the spiritual lift that made in the end a great nation instead of merely a nation of well-to-do people. We want well-to-do people, but if they are *only* well-to-do people, they have come far short of what we have a right to demand. A giant work looms up before the churches in this country, and it is work which the churches must do. Our civilization has progressed in many ways for the right; in some ways it has gone wrong. The tremendous sweep of our industrial development has already brought us face to face on this continent with many a problem which has puzzled for generations the wisest people of the old world. With that growth in the complexity of our civilization, of our industrialism, has grown an increase in the effective power alike of the forces that tell for good and of the forces that tell for evil. The forces for evil, as our great cities grow, become more concentrated, more menacing to the community, and if the community is to go forward and not back they must be met and overcome by forces for good that have grown in corresponding degree. More and more in the future our churches must realize that we have a right to expect that they shall take the lead in shaping those forces for good.

I am not going to verge on the domain of theology, and still less of dogma. I do not think that at the present time there will be any dissent from the proposition that after all in this work-a-day world we must largely judge men by their fruits; that we can not accept a long succession of thistle

crops as indicating fig trees; and that we have a right to look to the churches for setting the highest possible standard of conduct and of service, public and private, for the whole land; that the church must make itself felt by finding its expression through the life work of its members; not merely on Sunday, but on week days; not merely within these walls, but at home and in business. We have a right to expect that you will show your faith by your works; that the people who have the inestimable advantages of the church-life and the home-life should be made to remember that as much has been given them, much will be expected of them; that they must lead upright lives themselves and be living forces in the war for decency among their surroundings; that we have a right to expect of you and those like you that you shall not merely speak for righteousness, but do righteousness in your own homes and in the world at large.

ON THE OCCASION OF THE UNVEILING OF THE SOLDIERS' AND SAILORS' MONUMENT AT ARLINGTON, UNDER THE AUSPICES OF THE NATIONAL SOCIETY OF THE COLONIAL DAMES OF AMERICA, MAY 21, 1902

Mrs. President, and members of the Society, and you, my comrades, and, finally, officers and men of the Regular Army, whom we took as our models in the war four years ago:

It is a pleasure to be here this afternoon to accept in the name of the nation the monument put

up by your society to the memory of those who fell in the war with Spain; a short war; a war that called for the exertion of only the merest fraction of the giant strength of this nation; but a war, the effects of which will be felt through the centuries to come, because of the changes it wrought. It is eminently appropriate that the monument should be unveiled to-day, the day succeeding that on which the free republic of Cuba took its place among the nations of the world as a sequel to what was done by those men who fell and by their comrades in '98.

And here, where we meet to honor the memory of those who drew the great prize of death in battle, a word in reference to the survivors: I think that one lesson every one who was capable of learning anything learned from his experience in that war was the old, old lesson that we need to apply in peace quite as much—the lesson that the man who does not care to do any act until the time for heroic action comes, does not do the heroic act when the time does come. You all of you remember, comrades, some man—it is barely possible some of you remember being the man—who, when you enlisted, had a theory that there was nothing but splendor and fighting and bloodshed in the war, and then had the experience of learning that the first thing you had to do was to perform commonplace duties, and perform them well. The work of any man in the campaign depended upon the resolution and effective intelligence with which he started about doing each duty as it arose; not waiting until he

could choose the duty that he thought sufficiently spectacular to do, but doing the duty that came to hand. That is exactly the lesson that all of us need to learn in times of peace. It is not merely a great thing, but an indispensable thing that the nation's citizens should be ready and willing to die for it in time of need; and the presence of no other quality could atone for the lack of such readiness to lay down life if the nation calls. But in addition to dying for the nation you must be willing and anxious to live for the nation, or the nation will be badly off. If you want to do your duty only when the time comes for you to die, the nation will be deprived of valuable services during your lives.

I never see a gathering of this kind; I never see a gathering under the auspices of any of the societies which are organized to commemorate the valor and patriotism of the founders of this nation; I never see a gathering composed of the men who fought in the great Civil War or in any of the lesser contests in which this country has been engaged, without feeling the anxiety to make such a gathering feel, each in his or her heart, the all-importance of doing the ordinary, humdrum, commonplace duties of each day as those duties arise. A large part of the success on the day of battle is always due to the aggregate of the individual performance of duty during the long months that have preceded the day of battle. The way in which a nation arises to a great crisis is largely conditioned upon the way in which its citizens have habituated

themselves to act in the ordinary affairs of the national life. You can not expect that much will be done in the supreme hour of peril by soldiers who have not fitted themselves to meet the need when the need comes, and you can not expect the highest type of citizenship in the periods when it is needed if that citizenship has not been trained by the faithful performance of ordinary duty. What we need most in this Republic is not special genius, not unusual brilliancy, but the honest and upright adherence on the part of the mass of the citizens and of their representatives to the fundamental laws of private and public morality—which are now what they have been during recorded history. We shall succeed or fail in making this Republic what it should be made—I will go a little further than that—what it shall and must be made, accordingly as we do or do not seriously and resolutely set ourselves to do the tasks of citizenship—and good citizenship consists in doing the many small duties, private and public, which in the aggregate make it up.

AT ARLINGTON, MEMORIAL DAY, MAY 30, 1902

Mr. Commander; Comrades; and you, the men and women of the United States who owe your being here to what was done by the men of the great Civil War:

I greet you, and thank you for the honor done me in asking me to be present this day. It is a good custom for our country to have certain

solemn holidays in commemoration of our greatest men and of the greatest crises in our history. There should be but few such holidays. To increase their number is to cheapen them. Washington and Lincoln—the man who did most to found the Union, and the man who did most to preserve it—stand head and shoulders above all our other public men, and have by common consent won the right to this preëminence. Among the holidays which commemorate the turning points in American history, Thanksgiving has a significance peculiarly its own. On July 4 we celebrate the birth of the nation; on this day, the 30th of May, we call to mind the deaths of those who died that the nation might live, who wagered all that life holds dear for the great prize of death in battle, who poured out their blood like water in order that the mighty national structure raised by the far-seeing genius of Washington, Franklin, Marshall, Hamilton, and the other great leaders of the Revolution, great framers of the Constitution, should not crumble into meaningless ruins.

You whom I address to-day and your comrades who wore the blue beside you in the perilous years during which strong, sad, patient Lincoln bore the crushing load of national leadership, performed the one feat the failure to perform which would have meant destruction to everything which makes the name America a symbol of hope among the nations of mankind. You did the greatest and most necessary task which has ever fallen to the lot of any

men on this Western Hemisphere. Nearly three centuries have passed since the waters of our coasts were first furrowed by the keels of those whose children's children were to inherit this fair land. Over a century and a half of colonial growth followed the settlement; and now for over a century and a quarter we have been a nation.

During our four generations of national life we have had to do many tasks, and some of them of far-reaching importance; but the only really vital task was the one you did, the task of saving the Union. There were other crises in which to have gone wrong would have meant disaster; but this was the one crisis in which to have gone wrong would have meant not merely disaster but annihilation. For failure at any other point atonement could have been made; but had you failed in the iron days the loss would have been irreparable, the defeat irretrievable. Upon your success depended all the future of the people on this continent, and much of the future of mankind as a whole.

You left us a reunited country. You left us the right of brotherhood with the men in gray, who with such courage, and such devotion for what they deemed the right, fought against you. But you left us much more even than your achievement, for you left us the memory of how it was achieved. You, who made good by your valor and patriotism the statesmanship of Lincoln and the soldiership of Grant, have set as the standards for our efforts in the future both the way you did your work in war

and the way in which, when the war was over, you turned again to the work of peace. In war and in peace alike your example will stand as the wisest of lessons to us and our children and our children's children.

Just at this moment the Army of the United States, led by men who served among you in the great war, is carrying to completion a small but peculiarly trying and difficult war in which is involved not only the honor of the flag but the triumph of civilization over forces which stand for the black chaos of savagery and barbarism. The task has not been as difficult or as important as yours, but, oh, my comrades, the men in the uniform of the United States, who have for the last three years patiently and uncomplainingly championed the American cause in the Philippine Islands, are your younger brothers, your sons. They have shown themselves not unworthy of you, and they are entitled to the support of all men who are proud of what you did.

These younger comrades of yours have fought under terrible difficulties and have received terrible provocation from a very cruel and very treacherous enemy. Under the strain of these provocations I deeply deplore to say that some among them have so far forgotten themselves as to counsel and commit, in retaliation, acts of cruelty. The fact that for every guilty act committed by one of our troops a hundred acts of far greater atrocity have been committed by the hostile natives upon our troops, or

upon the peaceable and law-abiding natives who are friendly to us, can not be held to excuse any wrong-doers on our side. Determined and unswerving effort must be made, and has been and is being made, to find out every instance of barbarity on the part of our troops, to punish those guilty of it, and to take, if possible, even stronger measures than have already been taken to minimize or prevent the occurrence of all such acts in the future.

Is it only in the army in the Philippines that Americans sometimes commit deeds that cause all other Americans to regret? No! From time to time there occur in our country, to the deep and lasting shame of our people, lynchings carried on under circumstances of inhuman cruelty and barbarity—cruelty infinitely worse than any that has ever been committed by our troops in the Philippines; worse to the victims, and far more brutalizing to those guilty of it. The men who fail to condemn these lynchings, and yet clamor about what has been done in the Philippines, are indeed guilty of neglecting the beam in their own eye while taunting their brother about the mote in his. Understand me. These lynchings afford us no excuse for failure to stop cruelty in the Philippines. But keep in mind that these cruelties in the Philippines have been wholly exceptional, and have been shamelessly exaggerated. We deeply and bitterly regret that they should have been committed, no matter how rarely, no matter under what provocation, by American troops. But they afford far less ground for

a general condemnation of our army than these lynchings afford for the condemnation of the communities in which they occur. In each case it is well to condemn the deed, and it is well also to refrain from including both guilty and innocent in the same sweeping condemnation.

In every community there are people who commit acts of well-nigh inconceivable horror and baseness. If we fix our eyes only upon these individuals and upon their acts, and if we forget the far more numerous citizens of upright and honest life and blind ourselves to their countless deeds of wisdom and justice and philanthropy, it is easy enough to condemn the community. There is not a city in this land which we could not thus condemn if we fixed our eyes solely upon its police record and refused to look at what it had accomplished for decency and justice and charity. Yet this is exactly the attitude which has been taken by too many men with reference to our army in the Philippines; and it is an attitude iniquitous in its absurdity and its injustice.

The rules of warfare which have been promulgated by the War Department and accepted as the basis of conduct by our troops in the field are the rules laid down by Abraham Lincoln when you, my hearers, were fighting for the Union. These rules provide, of course, for the just severity necessary in war. The most destructive of all forms of cruelty would be to show weakness where sternness is demanded by iron need. But all cruelty is forbidden,

and all harshness beyond what is called for by need. Our enemies in the Philippines have not merely violated every rule of war, but have made of these violations their only method of carrying on the war. Think over that! It is not a rhetorical statement—it is a bald statement of contemporary history. They have been able to prolong the war at all only by recourse to acts each one of which put them beyond the pale of civilized warfare. We would have been justified by Abraham Lincoln's rules of war in infinitely greater severity than has been shown.

The fact really is that our warfare in the Philippines has been carried on with singular humanity. For every act of cruelty by our men there have been innumerable acts of forbearance, magnanimity, and generous kindness. These are the qualities which have characterized the war as a whole. The cruelties on our part have been wholly exceptional.

The guilty are to be punished; but in punishing them, let those who sit at ease at home, who walk delicately and live in the soft places of the earth, remember also to do them common justice. Let not the effortless and the untempted rail overmuch at strong men who with blood and sweat face years of toil and days of agony, and at need lay down their lives in remote tropic jungles to bring the light of civilization into the world's dark places. The warfare that has extended the boundaries of civilization at the expense of barbarism and savagery has been for centuries one of the most potent

factors in the progress of humanity. Yet from its very nature it has always and everywhere been liable to dark abuses.

It behooves us to keep a vigilant watch to prevent these abuses and to punish those who commit them; but if because of them we flinch from finishing the task on which we have entered, we show ourselves cravens and weaklings, unworthy of the sires from whose loins we sprang. Oh, my comrades, how the men of the present tend to forget not merely what was done but what was spoken in the past! There were abuses and to spare in the Civil War; and slander enough, too, by each side against the other. Your false friends then called Grant a "butcher" and spoke of you who are listening to me as mercenaries, as "Lincoln's hirelings." Your open foes—as in the resolution passed by the Confederate Congress in October, 1862—accused you, at great length, and with much particularity, of "contemptuous disregard of the usages of civilized war;" of subjecting women and children to "banishment, imprisonment, and death;" of "murder," of "rapine," of "outrages on women," of "lawless cruelty," of "perpetrating atrocities which would be disgraceful in savages;" and Abraham Lincoln was singled out for especial attack because of his "spirit of barbarous ferocity." Verily, these men who thus foully slandered you have their heirs to-day in those who traduce our armies in the Philippines, who fix their eyes on individual deeds of wrong so keenly that at last they become blind to

the great work of peace and freedom that has already been accomplished.

Peace and freedom—are there two better objects for which a soldier can fight? Well, these are precisely the objects for which our soldiers are fighting in the Philippines. When there is talk of the cruelties committed in the Philippines, remember always that by far the greater proportion of these cruelties have been committed by the insurgents against their own people—as well as against our soldiers—and that not only the surest but the only effectual way of stopping them is by the progress of the American arms. The victories of the American Army have been the really effective means of putting a stop to cruelty in the Philippines. Wherever these victories have been complete—and such is now the case throughout the greater part of the islands—all cruelties have ceased, and the native is secure in his life, his liberty, and his pursuit of happiness. Where the insurrection still smoulders there is always a chance for cruelty to show itself.

Our soldiers conquer; and what is the object for which they conquer? To establish a military government? No. The laws we are now endeavoring to enact for the government of the Philippines are to increase the power and domain of the civil at the expense of the military authorities, and to render even more difficult than in the past the chance of oppression. The military power is used to secure peace, in order that it may itself be supplanted by the civil power. The progress of the American

arms means the abolition of cruelty, the bringing of peace, and the rule of law and order under the civil government. Other nations have conquered to create irresponsible military rule. We conquer to bring just and responsible civil government to the conquered.

But our armies do more than bring peace, do more than bring order. They bring freedom. Remember always that the independence of a tribe or a community may, and often does, have nothing whatever to do with the freedom of the individual in that tribe or community. There are now in Asia and Africa scores of despotic monarchies, each of which is independent, and in no one of which is there the slightest vestige of freedom for the individual man. Scant indeed is the gain to mankind from the "independence" of a blood-stained tyrant who rules over abject and brutalized slaves. But great is the gain to humanity which follows the steady though slow introduction of the orderly liberty, the law-abiding freedom of the individual, which is the only sure foundation upon which national independence can be built. Wherever in the Philippines the insurrection has been definitely and finally put down, there the individual Filipino already enjoys such freedom, such personal liberty under our rule, as he could never even have dreamed of under the rule of an "independent" Aguinaldian oligarchy.

The slowly-learned and difficult art of self-government, an art which our people have taught them-

selves by the labor of a thousand years, can not be grasped in a day by a people only just emerging from conditions of life which our ancestors left behind them in the dim years before history dawned. We believe that we can rapidly teach the people of the Philippine Islands not only how to enjoy but how to make good use of their freedom; and with their growing knowledge their growth in self-government shall keep steady pace. When they have thus shown their capacity for real freedom by their power of self-government, then, and not till then, will it be possible to decide whether they are to exist independently of us or be knit to us by ties of common friendship and interest. When that day will come it is not in human wisdom now to foretell. All that we can say with certainty is that it would be put back an immeasurable distance if we should yield to the counsels of unmanly weakness and turn loose the islands, to see our victorious foes butcher with revolting cruelty our betrayed friends, and shed the blood of the most humane, the most enlightened, the most peaceful, the wisest and the best of their own number—for these are the classes who have already learned to welcome our rule.

Nor, while fully acknowledging our duties to others, need we wholly forget our duty to ourselves. The Pacific seaboard is as much to us as the Atlantic; as we grow in power and prosperity so our interests will grow in that furthest west which is the immemorial east. The shadow of our destiny

has already reached to the shores of Asia. The might of our people already looms large against the world-horizon; and it will loom ever larger as the years go by. No statesman has a right to neglect the interests of our people in the Pacific; interests which are important to all our people, but of most importance to those of our people who have built populous and thriving States to the west of the great watershed of this continent.

This should no more be a party question than the war for the Union should have been a party question. At this moment the man in highest office in the Philippine Islands is the Vice-Governor, General Luke Wright, of Tennessee, who gallantly wore the gray in the Civil War and who is now working hand in hand with the head of our army in the Philippines, Adna Chaffee, who in the Civil War gallantly wore the blue. Those two, and the men under them, from the North and from the South, in civil life and in military life, as teachers, as administrators, as soldiers, are laboring mightily for us who live at home. Here and there black sheep are to be found among them; but taken as a whole they represent as high a standard of public service as this country has ever seen. They are doing a great work for civilization, a great work for the honor and the interest of this nation, and above all for the welfare of the inhabitants of the Philippine Islands. All honor to them; and shame, thrice shame, to us if we fail to uphold their hands!

AT THE OPENING SESSION OF THE MILITARY SURGEONS' ASSOCIATION, WASHINGTON, D.C., JUNE 5, 1902

Mr. President; Ladies and Gentlemen:

I am glad to have the opportunity to bid welcome to the members of this Association and their friends to-day. The men of your Association combine two professions each of which is rightfully held in high honor by all capable of appreciating the real work of men—the profession of the soldier and the profession of the doctor. Conditions in modern civilization tend more and more to make the average life of the community one of great ease, compared to what has been the case in the past. Together with what advantages have come from this softening of life and rendering it more easy there are certain attendant disadvantages. It is a very necessary thing that there should be some professions, some trades, where the same demands are made now as ever in the past upon the heroic qualities. Those demands are made alike upon the soldier and upon the doctor; and more upon those who are both soldiers and doctors, upon the men who have continually to face all the responsibility, all the risk, faced by their brothers in the civilian branch of the profession, and who also, in time of war, must face much the same risks, often exactly the same risks, that are faced by their brothers in arms whose trade is to kill and not to cure! It has been my good fortune, gentlemen, to see some of your body at

work in the field, to see them carrying the wounded and the dying from the firing-line, themselves as much exposed to danger as those they were rescuing, and to see them working day and night in the field hospital afterward when even the intensity of the strain could hardly keep them awake, so fagged out were they by having each to do the work of ten.

I welcome you here, and I am glad to have the chance of seeing you, and I wish to say a word of congratulation to you upon this Association. In all our modern life we have found it absolutely indispensable to supplement the work of the individual by the work of the individuals gathered into an association. Without this work of the association you can not give the highest expression to individual endeavor, and it would be a great misfortune if the military members of the surgical and medical profession did not take every advantage of their opportunities in the same way that is taken by the members of the medical and the surgical professions who are not in the army or the navy or the marine hospital service—who are in civilian life outside. I am glad to see you gathered in this association. Just one word of warning: Pay all possible heed to the scientific side of your work; perfect yourselves as scientific men able to work with the best and most delicate apparatus; and never for one moment forget—especially the higher officers among you—that in time of need you will have to do your work with the scantiest possible apparatus! and that then your usefulness will be

conditioned not upon the adequacy of the complaint that you did not have apparatus enough, but upon what you have done with the insufficient apparatus you had. Remember that and remember also—and this especially applies to the higher officers—that you must supplement in your calling the work of the surgeon with the work of the administrator. You must be doctors and military men and able administrators.

AT THE CENTENNIAL CELEBRATION OF THE ESTABLISHMENT OF THE UNITED STATES MILITARY ACADEMY, WEST POINT, JUNE 11, 1902

Colonel Mills, graduates of West Point, and you, the Men and Women who are drawn to them by ties of kinship, or by the simple fact that you are Americans, and therefore of necessity drawn to them:

I am glad to have the chance of saying a word to you to-day. There is little need for me to say how well your performance has squared with the prophetic promise made on your behalf by the greatest of Americans, Washington. This institution has completed its first hundred years of life. During that century no other educational institution in the land has contributed as many names as West Point to the honor roll of the nation's greatest citizens.

Colonel Mills, I claim to be a historian, and I speak simply in the spirit of one, simply as a reciter

of facts, when I say what I have said. And more than that; not merely has West Point contributed a greater number of the men who stand highest on the nation's honor roll, but I think beyond question that, taken as a whole, the average graduate of West Point, during this hundred years, has given a greater sum of service to the country through his life than has the average graduate of any other institution in this broad land. Now, gentlemen, that is not surprising. It is what we had a right to expect from this Military University, founded by the nation. It is what we had a right to expect, but I am glad that the expectation has been made good. And of all the institutions in this country, none is more absolutely American, none, in the proper sense of the word, more absolutely democratic than this.

Here we care nothing for the boy's birthplace, nor his creed, nor his social standing; here we care nothing save for his worth as he is able to show it. Here you represent with almost mathematical exactness all the country geographically. You are drawn from every walk of life by a method of choice made to ensure, and which in the great majority of cases does ensure, that heed shall be paid to nothing save the boy's aptitude for the profession into which he seeks entrance. Here you come together as representatives of America in a higher and more peculiar sense than can possibly be true of any other institution in the land, save your sister college that makes similar preparation for the service of the country on the seas.

This morning I have shaken hands with many of you; and I have met the men who stand as representatives of every great struggle, every great forward movement this nation has made for the last fifty-five or sixty years. There are some still left who took part in the Mexican War, a struggle which added to this country a territory vaster than has changed hands in Europe as the result of all the wars of the last two centuries. I meet, when I see any of the older men among you, men who took part in the great Civil War, when this nation was tried as in a furnace; the men who were called upon to do the one deed which had to be done under penalty of making the memory of Washington himself of little account, because if you had failed, then failure would also have been written across the record of his work. Finally, I see the younger men as well as the older ones, the men whom I myself have seen taking part in a little war—a war that was the merest skirmish compared with the struggle in which you fought from '61 to '65, and yet a war that has had most far-reaching effects, not merely upon the destiny of this nation, but, therefore, upon the destiny of the world—the war with Spain.

It was my good fortune to see in the campaign in Cuba how the graduates of West Point handled themselves; to see and to endeavor to profit by their example. It is a peculiar pleasure to come here to-day, because I was at that time intimately associated with many of these, your graduates, who

are here. On the day before the San Juan fight, when we were marched up into position, the officers with whom I was, lost connection with the baggage and food, and I, for supper that night, had what Colonel Mills gave me. And the next morning Colonel Mills was with another West Pointer, gallant Shipp, of North Carolina. The next morning we breakfasted together. I remember well congratulating myself that my regiment, a raw volunteer regiment, could have, to set it an example, men like Mills and Shipp, whose very presence made the men cool, made them feel collected and at ease. Mills and Shipp went with our regiment into action. Shortly after it began Shipp was killed and Colonel Mills received a wound from which no one of us at the time dreamed that he would recover. I had at that time in my regiment, as acting second lieutenant, a cadet from West Point. He was having his holiday; he took his holiday coming down with us, and just before the assault he was shot, the bullet going, I think, into the stomach, and coming out the other side. He fell, and as we came up I leaned over him, and he said, "All right, Colonel, I am going to get well." I did not think he was, but I said, "All right, I am sure you will," and he did; he is all right now. There was never a moment during that time, by day or by night, that I was not an eyewitness to some performance of duty, some bit of duty well done, by a West Pointer, and I never saw a West Pointer failing in his duty. I want to be perfectly frank, gentlemen;

I *heard* of two or three instances; you can not get in any body of men absolute uniformity of good conduct; but I am happy to say that I never was an eyewitness to such misconduct. It was my good fortune to see what is the rule, what is the rule with only the rarest exception; the rule of duty done in a way that makes a man proud to be an American, the fellow-citizen of such Americans.

Your duty here at West Point has been to fit men to do well in war. But it is a noteworthy fact that you also have fitted them to do singularly well in peace. The highest positions in the land have been held, not exceptionally, but again and again by West Pointers. West Pointers have risen to the first rank in all the occupations of civil life. Colonel Mills, I make the answer that a man who answers the question must make when I say that, while we had a right to expect that West Point would do well, we could not have expected that she would do so well as she has done.

I want to say one word to those who are graduating here, and to the undergraduates as well. I was greatly impressed the other day by an article of one of your instructors, himself a West Pointer, in which he dwelt upon the changed conditions of warfare, and the absolute need that the man who was to be a good officer should meet those changed conditions. I think it is going to be a great deal harder to be a first-class officer in the future than it has been in the past. In addition to the courage and steadfastness that have always been the prime

requirements in a soldier, you have got to show far greater fertility of resource and far greater power of individual initiative than has ever been necessary before if you are to come up to the highest level of officer-like performance of duty.

As has been well said, the developments of warfare during the last few years have shown that in the future the unit will not be the regiment nor the company nor troop; the unit will be the individual man. The army is to a very great extent going to do well or ill according to the average of that individual man. If he does not know how to shoot, how to shift for himself, how both to obey orders and to accept responsibility when the emergency comes where he will not have any orders to obey, if he is not able to do all of that, and if in addition he has not got the fighting edge, you had better have him out of the army; he will be a damage in it.

In a battle hereafter each man is going to be to a considerable extent alone. The formation will be so open that the youngest officer will have to take much of the responsibility that in former wars fell on his seniors; and many of the enlisted men will have to do most of their work without supervision from any officer whatsoever. The man will have to act largely alone, and if he shows a tendency to huddle up to somebody else his usefulness will be pretty near at an end. He must draw on his own courage and resourcefulness to meet the emergencies as they come up. It will be more difficult

in the future than ever before to know your profession, and more essential also; and you officers, and you who are about to become officers, if you are going to do well, have got to learn how to perform the duty which, while become more essential, has become harder to perform.

You want to face the fact and realize more than ever before that the honor or the shame of the country may depend upon the high average of character and capacity of the officers and enlisted men, and that a high average of character and capacity in the enlisted men can to a large degree be obtained only through you, the officers; that you must devote your time in peace to bringing up the standard of fighting efficiency of the men under you, not merely in doing your duty so that you can not be called to account for failure to perform it, but doing it in a way that will make any man under you abler to perform his.

I noticed throughout the time that we were in Cuba that the orders given and executed were of the simplest kind, and that there was very little manœuvring, practically none of the manœuvring of the parade ground. Now, I want you to weigh what I say, for if you take only half of it, you will invert it. I found out very soon in my regiment that the best man was the man who had been in the Regular Army in actual service, out in the West, campaigning on the plains; if he had been a good man in the Regular Army in actual service on the plains he was the best man that I

could get hold of. On the other hand, if he had merely served in time of peace a couple of years in an Eastern garrison, where he did practically nothing outside of parade grounds and barracks, or if he had been in an ordinary National Guard regiment, then one of two things was true; if he understood that he had only learned five per cent of war, he was five per cent better than any one who had learned none of it, and that was a big advance; but if he thought he had also learned the other ninety-five per cent he was worse than any one else. I recollect perfectly one man who had been a corporal in the Regular Army; this young fellow joined us sure that he knew everything, confident that war consisted in nice parade-ground manœuvres. It was almost impossible to turn his attention from trying the very difficult task of making my cowpunchers keep in a straight line, to the easier task of training them so that they could do the most efficient fighting when the occasion arose. He confused the essentials and the non-essentials. The non-essentials are so pretty and so easy that it is a great temptation to think that your duty lies in perfecting yourself and the men under you in them. You have got to do that, too; but if you only do that you will not be worth your salt when the day of trial comes.

Gentlemen, I do not intend to try here to preach to you upon the performance of your duties. It has been your special business to learn to do that. I do ask you to remember the difference there is in

the military profession now from what it has been in past time; to remember that the final test of soldiership is not excellence in parade-ground formation, but efficiency in actual service in the field, and that the usefulness, the real and great usefulness in the parade-ground and barracks work comes from its being used not as an end, but as one of the means to an end. I ask you to remember that. I do not have to ask you to remember what you can not forget—the lessons of loyalty, of courage, of steadfast adherence to the highest standards of honor and uprightness which all men draw in when they breathe the atmosphere of this great institution.

AT THE HARVARD COMMENCEMENT DINNER, CAMBRIDGE, MASS., JUNE 25, 1902

Mr. President; President Eliot; and you, my Fellow Harvard Men—

I am speaking for all of you I am sure—I speak for all Americans to-day, when I say that we watch with the deepest concern the sick-bed of the English king, and that all Americans in tendering their hearty sympathy to the people of Great Britain remember keenly the outburst of genuine grief with which England last fall greeted the calamity that befell us in the death of President McKinley.

President Eliot spoke of the service due and performed by the college graduate to the State. It was my great good fortune five years ago to serve

under your President, the then Secretary of the Navy, ex-Governor Long, and by a strange turn of the wheel of fate he served in my Cabinet as long as he would consent to serve, and then I had to replace him by another Harvard man!

I have been fortunate in being associated with Senator Hoar, and I should indeed think ill of myself if I had not learned something from association with a man who possesses that fine and noble belief in mankind, the lack of which forbids healthy effort to do good in a democracy like ours. I shall not speak of his associate, the junior senator, another Harvard man—Cabot Lodge—because it would be difficult for me to discuss in public one who is my closest, stanchest, and most loyal personal friend. I have another fellow Harvard man to speak of to-day, and it is necessary to paraphrase an old saying in order to state the bald truth, that it is indeed a liberal education in high-minded statesmanship to sit at the same council table with John Hay.

In addressing you this afternoon, I want to speak of three other college graduates, because of the service they have done the public. If a college education means anything, it means fitting a man to do better service than he could do without it; if it does not mean that it means nothing, and if a man does not get that out of it, he gets less than nothing out of it. No man has a right to arrogate to himself one particle of superiority or consideration because he has had a college education, but he is bound, if he

is in truth a man, to feel that the fact of his having had a college education imposes upon him a heavier burden of responsibility, that it makes it doubly incumbent upon him to do well and nobly in his life, private and public. I wish to speak of three men, who, during the past three or four years have met these requirements—of a graduate of Hamilton College, Elihu Root, of a graduate of Yale, Governor Taft, and of a fellow Harvard man, Leonard Wood —men who did things; did not merely say how they ought to be done, but did them themselves; men who have met that greatest of our national needs, the need for service that can not be bought, the need for service that can only be rendered by the man willing to forego material advantages because it has to be given at the man's own material cost.

When in England they get a man to do what Lord Cromer did in Egypt, when a man returns as Lord Kitchener will return from South Africa, they give him a peerage, and he receives large and tangible reward. But our Cromers, our men of that stamp, come back to this country, and if they are fortunate, they go back to private life with the privilege of taking up as best they can the strings left loose when they severed their old connections; and if fortune does not favor them they are accused of maladversion in office—not an accusation that hurts them, but an accusation that brands with infamy every man who makes it, and that reflects but ill on the country in which it is made.

Leonard Wood four years ago went down to Cuba, has served there ever since, has rendered her literally invaluable service; a man who through those four years thought of nothing else, did nothing else, save to try to bring up the standard of political and social life in that island, to clean it physically and morally, to make justice even and fair in it, to found a school system which should be akin to our own, to teach the people after four centuries of misrule that there were such things as governmental righteousness and honesty and fair play for all men on their merits as men. He did all this. He is a man of slender means. He did this on his pay as an army officer. As Governor of the island sixty millions of dollars passed through his hands, and he came out having been obliged to draw on his slender capital in order that he might come out even when he left the island. Credit to him? Yes, in a way. In another, no particular credit, because he was built so that he could do nothing else. He devoted himself as disinterestedly to the good of the Cuban people in all their relations as man could. He has come back here, and has been attacked, forsooth, by people who are not merely unworthy of having their names coupled with his but who are incapable of understanding the motives that have spurred him on to bring honor to this republic.

And Taft, Judge Taft, Governor Taft, who has been the head of the Philippine Commission, and who has gone back there—Taft, the most brilliant graduate of his year at Yale, the youngest Yale man

upon whom Yale ever conferred a degree of LL.D., a man who, having won high position at the bar, and then served as Solicitor-General at Washington, was appointed to the United States bench. He was then asked to sacrifice himself, to give up his position in order to go to the other side of the world to take up an infinitely difficult, an infinitely dangerous problem, and do his best to solve it. He has done his best. He came back here the other day. The man has always had the honorable ambition to get upon the Supreme Court, and he knew that I had always hoped that he would be put on the Supreme Court, and when he was back here a few months ago, and there was a question of a vacancy arising, I said to him: "Governor, I think I ought to tell you that if a vacancy comes in the Supreme Court" (which I knew would put him for life in a position which he would especially like to have), "I do not see how I could possibly give it to you, for I need you where you are." He said to me: "Mr. President, it has always been my ambition to be on the Supreme Court, but if you should offer me a justiceship now, and at the same time Congress should take away entirely my salary as Governor, I should go straight back to the Philippines, nevertheless, for those people need me, and expect me back, and believe I will not desert them." He has gone back, gone back as a strong friend among weaker friends to help that people upward along the difficult path of self-government. He has gone to do his part—and a great part—in making the American name a

symbol of honor and good faith in the Philippine Islands; to govern with justice, and with that firmness, that absence of weakness, which is only another side of justice. He has gone back to do all of that because it is his duty as he sees it. We are to be congratulated, we Americans, that we have a fellow-American like Taft.

And now Elihu Root, who, unlike myself, Mr. President Eliot, but like most of you present, comes of the old New England stock, whose great-grandfather stood beside Leonard Wood's great-grandfather among the "embattled farmers" at Concord Bridge; Elihu Root, who had worked his way up from being a poor and unknown country boy in New York, to the leadership of the bar of the great city—he gave it up, made the very great pecuniary sacrifice implied in giving it up, and accepted the position of Secretary of War, a position which, for the last three years and at present amounts to being not only the Secretary of War, but the Secretary for the islands, the Secretary for the colonies at the same time. He has done the most exhausting and the most responsible work of any man in the administration, more exhausting and more responsible work than the work of the President, because circumstances have been such that with a man of Root's wonderful ability, wonderful industry and wonderful conscientiousness, the President could not help but devolve upon him work that made his task one under which almost any other man would have staggered. He has done all this absolutely, disin-

terestedly. Nothing can come to Root in the way of reward save the reward that is implied in the knowledge that he has done something of incalculable importance which hardly another man in the Union—no other man that I know of—could have done as well as he has done it. He has before him continually questions of the utmost intricacy to decide, questions upon which life and death hang, questions the decision of which will affect our whole future world policy, questions which affect the welfare of the millions of people with whom we have been brought into such intimate contact by the events of the Spanish War, whose welfare must be a prime consideration from now on with every American public man worthy to serve his country. Root has done this work with the certainty of attack, with the certainty of misunderstanding, with the certainty of being hampered by ignorance (and worse than ignorance). And yet he has created, not for himself but for the nation also, a wonderful triumph from all these adverse forces.

Those three men have rendered inestimable service to the American people. I can do nothing for them. I can show my appreciation of them in no way save the wholly insufficient one of standing up for them, and for their work; and that I will do as long as I have tongue to speak!

AT THE COLISEUM, HARTFORD, CONN., AUGUST 22, 1902

Mr. Chairman, and you, my fellow-Americans, men and women of Hartford:

I thank you, Senator Platt; through you I thank the State of Connecticut; Mayor Sullivan, through you I thank the city of Hartford for the greeting extended to me.

Before beginning the speech that I had intended, and still intend, to make to you to-night, I wish to allude to an incident that happened this afternoon. In being driven around your beautiful city, I was taken through Pope Park, and stopped at a platform where I was presented with a great horseshoe of flowers, the gift of the workingmen of Hartford to the President of the United States. In Father Sullivan's speech he laid primary stress upon the fact that it was a gift of welcome from the wage-workers, upon whom ultimately this government depends. And he coupled the words of giving with certain sentences in which he expressed his belief that I would do all that I could to show myself a good representative of the wage-workers. I should be utterly unfit for the position that I occupy if I failed to do all that in me lies to act, as light is given me to act, so as to represent the best thought and purpose of the wage-worker of the United States. At the outset of the twentieth century we are facing difficult and complex problems—problems social and economic—which will tax the best

energies of all of us to solve aright, and which we can only solve at all if we approach them in a spirit not merely of common sense, but of generous desire to act each for all and all for each. While there are occasions when through legislative or administrative action the governmental representatives of the people can do especial service to one set of our citizens, yet I think you will agree with me that in the long run the best way in which to serve any one set of our citizens is to try to serve all alike well, to try to act in a spirit of fairness and justice to all—to give to each man his rights—to safeguard each man in his rights; and so far as in me lies, while I hold my present position I will be true to that conception of my duty.

I want to speak to you to-night, not on our internal problems as a nation, but on some of the external problems which we have had to face during the last four years. The internal problems are the most important. Keeping our own household straight is our first duty; but we have other duties. Just exactly as each man who is worth his salt must first of all be a good husband, a good father, a good bread winner, a good man of business, and yet must in addition to that be a good citizen for the State at large—so a nation must first take care to do well its duties within its own borders, but must not make of that fact an excuse for failing to do those of its duties the performance of which lies without its own borders.

The events of the last few years have forced the

American Republic to take a larger position in the world than ever before, and therefore more than ever to concern itself with questions of policy coming without its own borders. As a people we have new duties and new opportunities both in the tropical seas and islands south of us and in the furthest Orient. Much depends upon the way in which we meet those duties, the way in which we take advantage of those opportunities. And remember this, you never can meet any duty, and after you have met it say that your action only affected that duty. If you meet it well you face the next duty a stronger man, and if you meet it ill you face your next duty a weaker man.

From the days of Monroe, Clay and the younger Adams, we as a people have always looked with peculiar interest upon the West Indies and the isthmus connecting North and South America, feeling that whatever happened there was of particular moment to this nation; and there is better reason for that feeling now than ever before. The outcome of the Spanish War put us in possession of Porto Rico, and brought us into peculiarly close touch with Cuba; while the successful negotiation of the Hay-Pauncefote Treaty, and the legislation following it, at last cleared the way for the construction of the Isthmian Canal. Porto Rico, it is a pleasure to say, may now serve as an example of the best methods of administering our insular possessions. Sometimes we have to learn by experience what to avoid. It is much pleasanter when

one can turn to an experience for the purpose of learning what to follow; and the last is true of our experience in Porto Rico. So excellent has been the administration of the island, so excellent the effect of the legislation concerning it, that their very excellence has caused most of us to forget all about it. There is no opportunity for headlines about Porto Rico. You don't need to use large letters in order to say that Porto Rico continues quiet and prosperous. There is hardly a ripple of failure upon the stream of our success there; and as we don't have to think of remedies, we follow our usual custom in these matters, and don't think of it at all.

How have we brought that about? First and foremost, in Porto Rico we have consistently striven to get the very best men to administer the affairs of the island. It is desirable throughout our public service to secure a high standard of efficiency and integrity. But after all, here at home we ourselves always have in our own hands the remedy whereby to supply any deficiency in integrity or capacity among those that govern us. That is a fact that seems to have been forgotten, but it is a fact. In a far-off island things are different. There wrongdoing is more easy and those that suffer from it are more helpless; while there is less efficient check in the way of that public opinion to which public men are sensitive. In consequence, the administration of those islands is beyond all other kinds of administration under our government the one in which the highest standard must be demanded. In

making appointments to the insular service, the appointing power must feel all the time that he is acting for the country as a whole, in the interest of the good name of our people as a whole, and any question of mere party expediency must be wholly swept aside, and the matter looked at solely from the standpoint of the honor of our own nation and the welfare of the islands. We have gotten along so well in Porto Rico because we have acted up to that theory in choosing our men down there—governor, treasurer, attorney-general, judges, superintendent of education—every one. You will find among those men all the shades of different political opinion that we have here at home; but you will find them knit together by the purpose of administering the affairs of that island on the highest plane of decency and efficiency.

Besides acting in good faith, we have acted with good sense, and that is also important. We have not been frightened or misled into giving to the people of the island a form of government unsuitable to them. While providing that the people should govern themselves as far as possible, we have not hesitated in their own interests to keep the power of shaping their destiny.

In Cuba the problem was larger, more complicated, more difficult. Here again we kept our promise absolutely. After having delivered the island from its oppressors, we refused to turn it loose offhand, with the certainty that it would sink back into chaos and savagery. For over three years

we administered it on a plane higher than it had ever reached before during the four hundred years that had elapsed since the Spaniards first landed upon its shores. We brought moral and physical cleanliness into the government. We cleaned the cities for the first time in their existence. We stamped out yellow fever—an inestimable boon not merely to Cuba, but to the people of the Southern States as well. We established a school system. We made life and property secure, so that industry could again begin to thrive. Then when we had laid deep and broad the foundations upon which civil liberty and national independence must rest, we turned the island over to the hands of those whom its people had chosen as the founders of the new republic. It is a republic with which our own great Republic must ever be closely knit by the ties of common interests and common inspirations. Cuba must always be peculiarly related to us in international politics. She must in international affairs be to a degree a part of our political system. In return she must have peculiar relations with us economically. She must be in a sense part of our economic system. We expect her to accept a political attitude toward us which we think wisest both for her and for us. In return we must be prepared to put her in an economic position as regards our tariff system which will give her some measure of the prosperity which we enjoy. We can not, in my judgment, avoid taking this attitude if we are to persevere in the course which we have outlined for our-

selves as a nation during the past four years; and therefore I believe that it is only a matter of time—and I trust only a matter of a very short time—before we enter into reciprocal trade relations with Cuba.

The Isthmian Canal is to be one of the greatest, probably the greatest, engineering feat of the 20th century; and I am glad it is to be done by America. We must take care that it is done under the best conditions and by the best Americans. There are certain preliminary matters to settle. When this has been done, the first question will come upon choosing the commission which is to supervise the building of the canal. And but one thought here is permissible—how to get the very best men of the highest engineering and business and administrative skill, who will consent to undertake the work. If possible, I wish to see those men represent different sections and different political parties. But those questions are secondary. The primary aim must be to get men who, though able to control much greater salaries than the nation is able to pay, nevertheless possess the patriotism and the healthy ambition which will make them put their talents at the government's service.

So much for what has been done in the Occident. In the Orient the labor was more difficult.

It is rare indeed that a great work, a work supremely worth doing, can be done save at the cost not only of labor and toil, but of much puzzling worry during the time of the performance. Nor-

mally, the nation that achieves greatness, like the individual who achieves greatness, can do so only at the cost of anxiety and bewilderment and heart-wearing effort. Timid people, people scant of faith and hope, and good people who are not accustomed to the roughness of the life of effort—are almost sure to be disheartened and dismayed by the work and the worry, and overmuch cast down by the shortcomings, actual or seeming, which in real life always accompany the first stages even of what eventually turn out to be the most brilliant victories.

All this is true of what has happened during the last four years in the Philippine Islands. The Spanish War itself was an easy task, but it left us certain other tasks which were much more difficult. One of these tasks was that of dealing with the Philippines. The easy thing to do—the thing which appealed not only to lazy and selfish men, but to very many good men whose thought did not drive down to the root of things—was to leave the islands. Had we done this, a period of wild chaos would have supervened, and then some stronger power would have stepped in and seized the islands and have taken up the task which we in such a case would have flinched from performing. A less easy, but infinitely more absurd course, would have been to leave the islands ourselves, and at the same time to assert that we would not permit any one else to interfere with them. This particular course would have combined all the possible disadvantages of every other course which was advocated. It would have placed us in

a humiliating position, because when the actual test came it would have been quite out of the question for us, after some striking deed of savagery had occurred in the islands, to stand by and prevent the reentry of civilization into them. While the mere fact of our having threatened thus to guarantee the local tyrants and wrongdoers against outside interference by ourselves or others, would have put a premium upon every species of tyranny and anarchy within the islands.

Finally, there was the course which we adopted —not an easy course, and one fraught with danger and difficulty, as is generally the case in this world when some great feat is to be accomplished as an incident to working out national destiny. We made up our minds to stay in the islands—to put down violence—to establish peace and order—and then to introduce a just and wise civil rule accompanied by a measure of self-government which should increase as rapidly as the islanders showed themselves fit for it. It was certainly a formidable task; but think of the marvelously successful way in which it has been accomplished! The first and vitally important feat was the establishment of the supremacy of the American flag; and this had to be done by the effort of these gallant fellow-Americans of ours to whom so great a debt is due—the officers and enlisted men of the United States regular and volunteer forces. In a succession of campaigns, carried on in unknown tropic jungles against an elusive and treacherous foe vastly outnumbering them, under

the most adverse conditions of climate, weather, and country, our troops completely broke the power of the insurgents, smashed their armies, and harried the broken robber bands into submission. In its last stages, the war against our rule sank into mere brigandage; and what our troops had to do was to hunt down the parties of ladrones. It was not an easy task which it was humanly possible to accomplish in a month or a year; and therefore after the first month and the first year had elapsed, some excellent people said that it couldn't be done; but it was done. Month by month, year by year, with unwearied and patient resolution, our army in the Philippines did the task which it found ready at hand until the last vestige of organized insurrection was stamped out. I do not refer to the Moros, with whom we have exercised the utmost forbearance, but who may force us to chastise them if they persist in attacking our troops. We will do everything possible to avoid having trouble with them, but if they insist upon it it will come. Among the Filipinos proper, however, peace has come. Doubtless here and there sporadic outbreaks of brigandage will occur from time to time, but organized warfare against the American flag has ceased, and there is no reason to apprehend its recurrence. Our army in the islands has been reduced until it is not a fourth of what it was at the time the outbreak was at its height.

Step by step as the army conquered, the rule of the military was supplanted by the rule of the civil

authorities—the soldier was succeeded by the civilian magistrate. The utmost care has been exercised in choosing the best type of Americans for the high civil positions, and the actual work of administration has been done, so far as possible, by native Filipino officials serving under these Americans. The success of the effort has been wonderful. Never has this country had a more upright or an abler body of public representatives than Governor Taft, Vice-Governor Wright, and their associates and subordinates in the Philippine Islands. It is a very difficult matter, practically, to apply the principles of an orderly free government to an Oriental people struggling upward out of barbarism and subjection. It is a task requiring infinite firmness, patience, tact, broadmindedness. All these qualities, and the countless others necessary, have been found in the civil and military officials who have been sent over to administer the islands. It was, of course, inevitable that there should be occasional failures; but it is astonishing how few these have been. Here and there the civil government which had been established in a given district had to be temporarily withdrawn because of some outbreak. Let me give you an idea of some of the difficulties. We have been trying to put into effect the principle of a popular choice of representative. In one district it proved to be wholly impossible to make the people understand how to vote. Finally they took a little hill, and put two candidates, one on one side and one on the other, and made the

people walk up and stand by the candidate they wanted.

But at last, on the July 4th that has just passed—on the 126th anniversary of our independence—it was possible at the same time to declare amnesty throughout the islands and definitely to establish civil rule over all of them, excepting the country of the Mohammedan Moros, where the conditions were wholly different. Each inhabitant of the Philippines is now guaranteed his civil and religious rights, his rights to life, personal liberty, and the pursuit of happiness, subject only to not infringing the rights of others. It is worth noting that during these three or four years under us the Philippine people have attained to a greater degree of self-government, that they now have more to say as to how they shall be governed, than is the case with any people in the Orient which is under European rule. Nor is this all. Congress has, with far-seeing wisdom, heartily supported all that has been done by the Executive. Wise laws for the government of the Philippine Islands have been placed upon the statute books, and under those laws provision is made for the introduction into the Philippines of representative government, with only the delay absolutely necessary to allow for the establishment of definite peace, for the taking of a census, and the settling down of the country. In short, we are governing the Filipinos primarily in their interest, and for their very great benefit. And we have acted in practical fashion—not trying to lay down

rules as to what should be done in the remote and uncertain future, but turning our attention to the instant need of things and meeting that need in the fullest and amplest way. It would be hard to say whether we owe most to our military or our civil representatives in the Philippines. The soldiers have shown splendid gallantry in the field; and they have done no less admirable work in preparing the provinces for civil government. The civil authorities have shown the utmost wisdom in doing a very difficult and important work, of vast extent. It would be hard to find in modern times a better example of successful constructive statesmanship than the American representatives have given to the Philippine Islands.

In the Philippines, as in Cuba, the instances of wrongdoing among either our civil or military representatives have been astonishingly few; and punishment has been meted with even-handed justice to all offenders.

Nor should it be forgotten that while we have thus acted in the interest of the islanders themselves, we have also helped our own people. Our interests are as great in the Pacific as in the Atlantic. The welfare of California, Oregon, and Washington is as vital to the nation as the welfare of New England, New York, and the South Atlantic States. The awakening of the Orient means very much to all the nations of Christendom, commercially no less than politically; and it would be short-sighted statesmanship on our part to refuse to take the nec-

essary steps for securing a proper share to our people of this commercial future. The possession of the Philippines has helped us, as the securing of the open door in China has helped us. Already the government has taken the necessary steps to provide for the laying of a Pacific cable under conditions which safeguard absolutely the interests of the American public. Our commerce with the East is growing rapidly. Events have abundantly justified, alike from the moral and material standpoint, all that we have done in the Far East as a sequel to our war with Spain.

AT PROVIDENCE, R. I., AUGUST 23, 1902

Mr. Governor, and you, my Fellow-citizens:

We are passing through a period of great commercial prosperity, and such a period is as sure as adversity itself to bring mutterings of discontent. At a time when most men prosper somewhat some men always prosper greatly; and it is as true now as when the tower of Siloam fell upon all alike, that good fortune does not come solely to the just, nor bad fortune solely to the unjust. When the weather is good for crops it is good for weeds. Moreover, not only do the wicked flourish when the times are such that most men flourish, but, what is worse, the spirit of envy and jealousy springs up in the breasts of those who, though they may be doing fairly well themselves, see others no more deserving who do better.

Wise laws and fearless and upright administration of the laws can give the opportunity for such prosperity as we see about us. But that is all that they can do. When the conditions have been created which make prosperity possible, then each individual man must achieve it for himself by his own energy and thrift and business intelligence. If when people wax fat they kick, as they have kicked since the days of Jeshurun, they will speedily destroy their own prosperity. If they go into wild speculation and lose their heads they have lost that which no laws can supply. If in a spirit of sullen envy they insist upon pulling down those who have profited most in the years of fatness, they will bury themselves in the crash of the common disaster. It is difficult to make our material condition better by the best laws, but it is easy enough to ruin it by bad laws.

The upshot of all this is that it is peculiarly incumbent upon us in a time of such material well-being, both collectively as a nation and individually as citizens, to show, each on his own account, that we possess the qualities of prudence, self-knowledge, and self-restraint. In our government we need above all things stability, fixity of economic policy; while remembering that this fixity must not be fossilization, that there must not be inability to shift our laws so as to meet our shifting national needs. There are real and great evils in our social and economic life, and these evils stand out in all their ugly baldness in time of prosperity; for the wicked

who prosper are never a pleasant sight. There is every need of striving in all possible ways, individually and collectively, by combinations among ourselves and through the recognized governmental agencies, to cut out those evils. All I ask is to be sure that we do not use the knife with an ignorant zeal which would make it more dangerous to the patient than to the disease.

One of the features of the tremendous industrial development of the last generation has been the very great increase in private, and especially in corporate, fortunes. We may like this or not, just as we choose, but it is a fact nevertheless; and as far as we can see it is an inevitable result of the working of the various causes, prominent among them steam and electricity. Urban population has grown in this country, as in all civilized countries, much faster than the population as a whole during the last century. If it were not for that Rhode Island could not to-day be the State she is. Rhode Island has flourished as she has flourished because of the conditions which have brought about the great increase in urban life. There is evil in these conditions, but you can't destroy it unless you destroy the civilization they have brought about. Where men are gathered together in great masses it inevitably results that they must work far more largely through combinations than where they live scattered and remote from one another. Many of us prefer the old conditions of life, under which the average man lived more to himself and by himself,

where the average community was more self-dependent, and where even though the standard of comfort was lower on the average, yet there was less of the glaring inequality in worldly conditions which we now see about us in our great cities. It is not true that the poor have grown poorer; but some of the rich have grown so very much richer that, where multitudes of men are herded together in a limited space, the contrast strikes the onlooker as more violent than formerly. On the whole, our people earn more and live better than ever before, and the progress of which we are so proud could not have taken place had it not been for the upbuilding of industrial centres, such as this in which I am speaking.

But together with the good there has come a measure of evil. Life is not so simple as it was; and surely, both for the individual and the community, the simple life is normally the healthy life. There is not in the great cities the feeling of brotherhood which there is still in country localities; and the lines of social cleavage are far more deeply marked.

For some of the evils which have attended upon the good of the changed conditions we can at present see no complete remedy. For others the remedy must come by the action of men themselves in their private capacity, whether merely as individuals or by combination. For yet others some remedy can be found in legislative and executive action—national, State, or municipal. Much of the complaint

against combinations is entirely unwarranted. Under present-day conditions it is as necessary to have corporations in the business world as it is to have organizations, unions, among wage-workers. We have a right to ask in each case only this: that good, and not harm, shall follow. Exactly as labor organizations, when managed intelligently and in a spirit of justice and fair play, are of very great service not only to the wage-workers, but to the whole community, as has been shown again and again in the history of many such organizations; so wealth, not merely individual, but corporate, when used aright is not merely beneficial to the community as a whole, but is absolutely essential to the upbuilding of such a series of communities as those whose citizens I am now addressing. This is so obvious that it ought to be too trite to mention, and yet it is necessary to mention it when we see some of the attacks made upon wealth, as such.

Of course a great fortune if used wrongly is a menace to the community. A man of great wealth who does not use that wealth decently is, in a peculiar sense, a menace to the community, and so is the man who does not use his intellect aright. Each talent—the talent for making money, the talent for showing intellect at the bar, or in any other way—if unaccompanied by character, makes the possessor a menace to the community. But such a fact no more warrants us in attacking wealth than it does in attacking intellect. Every man of power, by the very fact of that power, is capable of doing damage

to his neighbors; but we can not afford to discourage the development of such men merely because it is possible they may use their power for wrong ends. If we did so we should leave our history a blank, for we should have no great statesmen, soldiers, merchants, no great men of arts, of letters, of science. Doubtless on the average the most useful citizen to the community as a whole is the man to whom has been granted what the Psalmist asked for—neither poverty nor riches. But the great captain of industry, the man of wealth, who, alone or in combination with his fellows, drives through our great business enterprises, is a factor without whom the civilization that we see round about us here could not have been built up. Good, not harm, normally comes from the upbuilding of such wealth. Probably the greatest harm done by vast wealth is the harm that we of moderate means do ourselves when we let the vices of envy and hatred enter deep into our own natures.

But there is other harm; and it is evident that we should try to do away with that. The great corporations which we have grown to speak of rather loosely as trusts are the creatures of the State, and the State not only has the right to control them, but it is in duty bound to control them wherever the need of such control is shown. There is clearly need of supervision—need to possess the power of regulation of these great corporations through the representatives of the public—wherever, as in our own country at the present time, business

corporations become so very powerful alike for beneficent work and for work that is not always beneficent. It is idle to say that there is no need for such supervision. There is, and a sufficient warrant for it is to be found in any one of the admitted evils appertaining to them.

We meet a peculiar difficulty under our system of government, because of the division of governmental power between the Nation and the States. When the industrial conditions were simple, very little control was needed, and the difficulties of exercising such control under our Constitution were not evident. Now the conditions are complicated and we find it hard to frame national legislation which shall be adequate; while as a matter of practical experience it has been shown that the States either can not or will not exercise a sufficient control to meet the needs of the case. Some of our States have excellent laws—laws which it would be well indeed to have enacted by the National Legislature. But the widespread differences in these laws, even between adjacent States, and the uncertainty of the power of enforcement, result practically in altogether insufficient control. I believe that the nation must assume this power of control by legislation; if necessary by constitutional amendment. The immediate necessity in dealing with trusts is to place them under the real, not the nominal, control of some sovereign to which, as its creatures, the trusts shall owe allegiance, and in whose courts the sovereign's orders may be enforced.

This is not the case with the ordinary so-called "trust" to-day; for the trust nowadays is a large State corporation, which generally does business in other States, often with a tendency toward monopoly. Such a trust is an artificial creature not wholly responsible to or controllable by any legislation, either by State or nation, and not subject to the jurisdiction of any one court. Some governmental sovereign must be given full power over these artificial, and very powerful, corporate beings. In my judgment this sovereign must be the national government. When it has been given full power, then this full power can be used to control any evil influence, exactly as the government is now using the power conferred upon it by the Sherman anti-trust law.

Even when the power has been granted it would be most unwise to exercise it too much, to begin by too stringent legislation. The mechanism of modern business is as delicate and complicated as it is vast, and nothing would be more productive of evil to all of us, and especially to those least well off in this world's goods, than ignorant meddling with this mechanism—above all, meddling in a spirit of class legislation or hatred or rancor. It is eminently necessary that the power should be had, but it is just as necessary that it should be exercised with wisdom and self-restraint. The first exercise of that power should be the securing of publicity among all great corporations doing an interstate business. The publicity, though non-inquisitorial, should be real and thorough as to all important facts with which the pub-

lic has concern. Daylight is a powerful discourager of evil. Such publicity would by itself tend to cure the evils of which there is just complaint; it would show us if evils existed, and where the evils are imaginary, and it would show us what next ought to be done.

Above all, let us remember that our success in accomplishing anything depends very much upon our not trying to accomplish everything. Distrust whoever pretends to offer you a patent cure-all for every ill of the body politic, just as you would a man who offers a medicine which would cure every evil of your individual body. A medicine that is recommended to cure both asthma and a broken leg is not good for either. Mankind has moved slowly upward through the ages, sometimes a little faster, sometimes a little slower, but rarely indeed by leaps and bounds. At times a great crisis comes in which a great people, perchance led by a great man, can at white heat strike some mighty blow for the right —make a long stride in advance along the path of justice and of orderly liberty. But normally we must be content if each of us can do something—not all that we wish, but something—for the advancement of those principles of righteousness which underlie all real national greatness, all true civilization and freedom. I see no promise of any immediate and complete solution of all the problems we group together when we speak of the trust question. But we can make a beginning in solving these problems, and a good beginning, if only we approach the

subject with a sufficiency of resolution, of honesty, and of that hard common-sense which is one of the most valuable, and not always one of the most common, assets in any nation's greatness. The existing laws will be fully enforced as they stand on the statute books without regard to persons, and I think good has already come from their enforcement. I think, furthermore, that additional legislation should be had and can be had, which will enable us to accomplish much more along the same lines. No man can promise a perfect solution, at least in the immediate future. But something has already been done, and much more can be done if our people temperately and determinedly will that it shall be done.

In conclusion let me add one word. While we are not to be excused if we fail to do whatever is possible through the agency of government, we must keep ever in mind that no action of the government, no action by combination among ourselves, can take the place of the individual qualities to which in the long run every man must owe the success he can make of life. There never has been devised, and there never will be devised, any law which will enable a man to succeed save by the exercise of those qualities which have always been the prerequisites of success—the qualities of hard work, of keen intelligence, of unflinching will. Such action can supplement those qualities but it can not take their place. No action by the State can do more than supplement the initiative of the individual; and ordinarily the action of the State can do no more than

to secure to each individual the chance to show under as favorable conditions as possible the stuff that there is in him.

AT SYMPHONY HALL, BOSTON, AUGUST 25, 1902

Governor Crane, Mayor Collins, men and women of Boston:

I want to take up this evening the general question of our economic and social relations, with specific reference to that problem with which I think our people are now greatly concerning themselves —the problem of our complex social condition as intensified by the existence of the great corporations which we rather loosely designate as trusts. I have not come here to say that I have discovered a patent cure-all for any evils. When people's minds are greatly agitated on any subject, and especially when they feel deeply but rather vaguely that conditions are not right, it is far pleasanter in addressing them to be indifferent as to what you promise; but it is much less pleasant afterward when you come to try to carry out what has been promised. Of course the worth of a promise consists purely in the way in which the performance squares with it. That has two sides. In the first place, if a man is an honest man he will try just as hard to keep a promise made on the stump as one made off the stump. In the second place, if the people keep their heads they won't wish promises to be made which are impossible of performance. You see,

one side of that question represents my duty, and the other side yours.

Mankind goes ahead but slowly, and it goes ahead mainly through each of us trying to do the best that is in him and to do it in the sanest way. We have founded our Republic upon the theory that the average man will as a rule do the right thing, that in the long run the majority will decide for what is sane and wholesome. If our fathers were mistaken in that theory, if ever the times become such—not occasionally but persistently—that the mass of the people do what is unwholesome, what is wrong, then the Republic can not stand, I care not how good its laws, I care not what marvelous mechanism its Constitution may embody. Back of the laws, back of the administration, back of the system of government lies the man, lies the average manhood of our people, and in the long run we are going to go up or go down accordingly as the average standard of our citizenship does or does not wax in growth and grace.

The first requisite of good citizenship is that the man shall do the homely, every-day, humdrum duties well. A man is not a good citizen, I do not care how lofty his thoughts are about citizenship in the abstract, if in the concrete his actions do not bear them out; and it does not make much difference how high his aspirations for mankind at large may be, if he does not behave well in his own family those aspirations do not bear visible fruit. He must be a good breadwinner, he must take care of his wife

and his children, he must be a neighbor whom his neighbors can trust, he must act squarely in his business relations,—he must do all those every-day ordinary duties first, or he is not a good citizen. But he must do more. In this country of ours the average citizen must devote a good deal of thought and time to the affairs of the State as a whole or those affairs will go backward; and he must devote that thought and that time steadily and intelligently. If there is any one quality that is not admirable, whether in a nation or in an individual, it is hysterics, either in religion or in anything else. The man or woman who makes up for ten days' indifference to duty by an eleventh-day morbid repentance about that duty is of scant use in the world. Now in the same way it is of no possible use to decline to go through all the ordinary duties of citizenship for a long space of time and then suddenly to get up and feel very angry about something or somebody, not clearly defined, and demand reform, as if it were a concrete substance to be handed out forthwith.

This is preliminary to what I want to say to you about the whole question of great corporations as affecting the public. There are very many and very difficult problems with which we are faced as the results of the forces which have been in play for more than the lifetime of a generation. It is worse than useless for any of us to rail at or regret the great growth of our industrial civilization during the last half century. Speaking academically, we can,

according to our several temperaments, regret that the old days with the old life have vanished, or not, just as we choose; but we are here to-night only because of the play of those great forces. There is but little use in regretting that things have been shaping themselves differently from what we might have preferred. The practical thing to do is to face the conditions as they are and see if we can not get the best there is in them out of them. Now we shall not get a complete or perfect solution for all of the evils attendant upon the development of the trusts by any single action on our part. A good many actions in a good many different ways will be required before we get many of those evils even partially remedied. We must first of all think clearly; we must probably experiment somewhat; we must above all show by our actions that our interest is permanent and not spasmodic; and we must see that all proper steps are taken toward the solution. Now of course all this is perfectly trite. Every one who thinks knows that the only way in which any problem of great importance was ever successfully solved was by consistent and persistent effort toward a given end—effort that did not cease with any one election or with any one year, but was continued steadily, temperately, but resolutely, toward a given end. It is a little difficult to set clearly before us all of the evils attendant upon the working of some of our great corporations, but I think that those gentlemen, and especially those gentlemen of large means, who deny that the evils exist are acting with great folly. So far from being

against property when I ask that the question of the trusts be taken up, I am acting in the most conservative sense in property's interest. When a great corporation is sued for violating the anti-trust law, it is not a move against property, it is a move in favor of property, because when we make it evident that all men, great and small alike, have to obey the law, we put the safeguard of the law around all men. When we make it evident that no man shall be excused for violating the law, we make it evident that every man will be protected from violations of the law.

Now one of the great troubles—I am inclined to think much the greatest trouble—in any immediate handling of the question of the trusts comes from our system of government. Under this system it is difficult to say where the power is lodged to deal with these evils. Remember that I am not saying that even if we had all the power we could completely solve the trust question. If what we read in the papers is true, international trusts are now being planned. It is going to be very difficult for any set of laws on our part to deal completely with a problem which becomes international in its bearings. But a great deal can be done in various ways even now—a great deal is being done—and a great deal more can be done, if we see that the power is lodged somewhere to do it. On the whole, our system of government has worked marvelously well—the system of divided functions of government, of a scheme under which Maine, Louisiana, Oregon,

Idaho, New York, Illinois, South Carolina, can all come together for certain purposes, and yet each be allowed to work out its salvation as it desires along certain other lines. On the whole, this has worked well; but in some respects it has worked ill. While I most firmly believe in fixity of policy, I do not believe that that policy should be fossilized, and when conditions change we must change our governmental methods to meet them. I believe with all my heart in the New England town meeting, but you can't work the New England town meeting in Boston—it is too big. You must devise something else. If you look back in the history of Boston you will find that Boston was very reluctant to admit this particular truth for some time in the first decades of the nineteenth century. When this government was founded there were no great individual or corporate fortunes, and commerce and industry were being carried on very much as they had been carried on in the days when Nineveh and Babylon stood in the Mesopotamian Valley. Sails, oars, wheels—these were the instruments of commerce. The pack train, the wagon train, the rowboat, the sailing craft—these were the methods of commerce. Everything has been revolutionized in the business world since then, and the progress of civilization from being a dribble has become a torrent. There was no particular need at that time of bothering as to whether the nation or the State had control of corporations. They were easy to control. Now, however, the exact reverse is the case. And remember

when I say corporations I do not mean merely trusts technically so-called, merely combinations of corporations, or corporations under certain peculiar conditions. For instance, some time ago the Attorney-General took action against a certain trust. There was considerable discussion as to whether the trust aimed at would not seek to get out from under the law by becoming a single corporation. Now, I want laws that will enable us to deal with any evil no matter what shape it takes. I want to see the government able to get at it definitely, so that the action of the government can not be evaded by any turning within or without Federal or State statutes. At present we have really no efficient control over a big corporation which does business in more than one State. Frequently the corporation has nothing whatever to do with the State in which it is incorporated except to get incorporated; and all its business may be done in entirely different communities —communities which may object very much to the methods of incorporation in the State named. I do not believe that you can get any action by any State, I do not believe it practicable to get action by all the States that will give us satisfactory control of the trusts, of big corporations; and the result is at present that we have a great, powerful, artificial creation which has no creator to which it is responsible. The creator creates it and then it goes and operates somewhere else; and there is no interest on the part of the creator to deal with it. It does not do anything where the creator has power;

it operates entirely outside of the creator's jurisdiction.

It is of course a mere truism to say that the corporation is the creature of the State, that the State is sovereign. There should be a real and not a nominal sovereign, some one sovereign to which the corporation shall be really and not nominally responsible. At present if we pass laws nobody can tell whether they will amount to anything. That has two bad effects. In the first place, the corporation becomes indifferent to the law-making body; and in the next place, the law-making body gets into that most pernicious custom of passing a law not with reference to what will be done under it, but with reference to its effects upon the opinions of the voters. That is a bad thing. When any body of law-makers passes a law, not simply with reference to whether that law will do good or ill, but with the knowledge that not much will come of it, and yet that perhaps the people as a whole will like to see it on the statute books—it does not speak well for the law-makers, and it does not speak well for the people, either. What I hope to see is power given to the National Legislature which shall make the control real. It would be an excellent thing if you could have all the States act on somewhat similar lines so that you would make it unnecessary for the national government to act; but all of you know perfectly well that the States will not act on similar lines. No advance whatever has been made in the direction of intelligent dealing by the States

as a collective body with these great corporations. Here in Massachusetts you have what I regard as, on the whole, excellent corporation laws. Most of our difficulties would be in a fair way of solution if we had the power to put upon the national statute books, and did put upon them, laws for the nation much like those you have here on the subject of corporations in Massachusetts. So you can see, gentlemen, I am not advocating anything very revolutionary. I am advocating action to prevent anything revolutionary. Now, if we can get adequate control by the nation of these great corporations, then we can pass legislation which will give us the power of regulation and supervision over them. If the nation had that power, mind you, I should advocate as strenuously as I know how that the power should be exercised with extreme caution and self-restraint. No good will come from plunging in without having looked carefully ahead. The first thing we want is publicity; and I do not mean publicity as a favor by some corporations—I mean it as a right from all corporations affected by the law. I want publicity as to the essential facts in which the public has an interest. I want the knowledge given to the accredited representatives of the people of facts upon which those representatives can if they see fit base their actions later. The publicity itself would cure many evils. The light of day is a great deterrer of wrongdoing. The mere fact of being able to put out nakedly, and with the certainty that the statements were true, a given condition of

things that was wrong, would go a long distance toward curing that wrong; and, even where it did not cure it, would make the path evident by which to cure it. We would not be leaping in the dark; we would not be striving blindly to see what was good and what bad. We would know what the facts were and be able to shape our course accordingly.

A good deal can be done now, a good deal is being done now. As far as the anti-trust laws go they will be enforced. No suit will be undertaken for the sake of seeming to undertake it. Every suit that is undertaken will be begun because the great lawyer and upright man whom we are fortunate enough to have as Attorney-General, Mr. Knox, believes that there is a violation of the law which we can get at; and when the suit is undertaken it will not be compromised except upon the basis that the government wins. Of course, gentleman, no laws amount to anything unless they are administered honestly and fearlessly. We must have such administration or the law will amount to nothing. I believe that it is possible to frame national legislation which shall give us far more power than we now have, at any rate over corporations doing an interstate business. I can not guarantee that, because in the past it has more than once happened that we have put laws on the statute books which those who made them intended to mean one thing, and when they came up for decision by the courts, it was found that the intention had not been

successfully put into effect. But I believe that additional legislation can be had. If my belief is wrong, if it proves evident that we can not, under the Constitution as it is, give the national administration sufficient power to deal with these great corporations, then no matter what our reverence for the past, our duty to the present and the future will force us to see that some power is conferred upon the national government. And when that power has been conferred, then it will rest with the national government to exercise it.

AT HAVERHILL, MASS., AUGUST 26, 1902

My Fellow-Citizens:

Naturally at the home of Secretary Moody I should like to say a word or two about the navy. I think that whenever we touch on the navy we are sure of a hearty response from any American audience; we are just as sure of such a response in the mountains and great plains of the West as upon the Atlantic or Pacific seaboards. The entire country is vitally interested in the navy, because an efficient navy of adequate size is not only the best guarantee of peace, but is also the surest means for seeing that if war does come the result shall be honorable to our good name and favorable to our national interests.

Any really great nation must be peculiarly sensitive to two things: Stain on the national honor at home, and disgrace to the national arms abroad.

Our honor at home, our honor in domestic and internal affairs, is at all times in our own keeping, and depends simply upon the possession of an awakened public conscience. But the only way to make safe our honor, as affected not by our own deeds but by the deeds of others, is by readiness in advance. In three great crises in our history during the nineteenth century—in the War of 1812, in the Civil War, and again in the Spanish War—the navy rendered to the nation services of literally incalculable worth. In the Civil War we had to meet antagonists even more unprepared at sea than we were. On both the other occasions we encountered foreign foes, and the fighting was done entirely by ships built long in advance, and by officers and crews who had been trained during years of sea service for the supreme day when their qualities were put to the final test. The ships which won at Manila and Santiago under the Administration of President McKinley had been built years before under Presidents Arthur, Cleveland, and Harrison. The officers in those ships had been trained from their earliest youth to their profession, and the enlisted men, in addition to their natural aptitude, their intelligence, and their courage, had been drilled as marksmen with the great guns and as machinists in the engine rooms, and perfected in all the details of their work during years of cruising on the high seas and of incessant target practice. It was this preparedness which was the true secret of the enormous difference in efficiency between our navy and the Spanish navy. There was no lack of

courage and self-devotion among the Spaniards, but on our side, in addition to the courage and devotion, for the lack of which no training could atone, there was also that training—the training which comes only as the result of years of thorough and painstaking practice.

Annapolis is, with the sole exception of its sister academy at West Point, the most typically democratic and American school of learning and preparation that there is in the entire country. Men go there from every State, from every walk of life, professing every creed—the chance of entry being open to all who perfect themselves in the necessary studies and who possess the necessary moral and physical qualities. There each man enters on his merits, stands on his merits, and graduates into a service where only his merit will enable him to be of value.

The enlisted men are of fine type, as they needs must be to do their work well, whether in the gun turret or in the engine room; and out of the fine material thus provided the finished man-of-war's man is evolved by years of sea-service.

It is impossible after the outbreak of war to improvise either the ships or the men of a navy. A war vessel is a bit of mechanism as delicate and complicated as it is formidable. You might just as well expect to turn an unskilled laborer offhand into a skilled machinist or into the engineer of a flyer on one of our big railroad systems as to put men aboard a battleship with the expectation that they will do anything but discredit themselves until they

have had months and years in which thoroughly to learn their duties. Our shipbuilders and gunmakers must keep ever on the alert so that no rivals pass them by; and the officers and enlisted men on board the ships must in their turn, by the exercise of unflagging and intelligent zeal, keep themselves fit to get the best use out of the weapons of war intrusted to their care. The instrument is always important, but the man who uses it is more important still. We must constantly endeavor to perfect our navy in all its duties in time of peace, and above all in manœuvring in a seaway and in marksmanship with the great guns. In battle the only shots that count are those that hit, and marksmanship is a matter of long practice and of intelligent reasoning. A navy's efficiency in a war depends mainly upon its preparedness at the outset of that war. We are not to be excused as a nation if there is not such preparedness of our navy. This is especially so in view of what we have done during the last four years. No nation has a right to undertake a big task unless it is prepared to do it in masterful and effective style. It would be an intolerable humiliation for us to embark on such a course of action as followed from our declaration of war with Spain, and not make good our words by deeds—not be ready to prove our truth by our endeavor whenever the need calls. The good work of building up the navy must go on without ceasing. The modern warship can not with advantage be allowed to rust in disuse. It must be used up in active service even in time of peace. This

means that there must be a constant replacement of the ineffective by the effective. The work of building up and keeping up our navy is therefore one which needs our constant and unflagging vigilance. Our navy is now efficient; but we must be content with no ordinary degree of efficiency. Every effort must be made to bring it ever nearer to perfection. In making such effort the prime factor is to have at the head of the navy such an official as your fellow-townsman, Mr. Moody; and the next is to bring home to our people as a whole the need of thorough and ample preparation in advance; this preparation to take the form not only of continually building ships, but of keeping these ships in commission under conditions which will develop the highest degree of efficiency in the officers and enlisted men aboard them.

AT PORTLAND, MAINE, AUGUST 26, 1902

Mr. Mayor, and you, my fellow-citizens, men and women of Maine:

I wish to say a word to you in recognition of great service rendered not only to all our country but to the entire principle of democratic government throughout the world, by one of your citizens. The best institutions are of no good if they won't work. I do not care how beautiful a theory is, if it won't fit in with the facts it is of no good. If you built the handsomest engine that ever had been built and it did not go, its usefulness would be limited. Well,

that was just about the condition that Congress had reached at the time when Thomas B. Reed was elected Speaker. We had all the machinery, but it didn't work,—that was the trouble,—and you had to find some one powerful man who would disregard the storm of obloquy sure to be raised by what he did in order to get it to work. Such a man was found when Reed was made Speaker. We may differ among ourselves as to policy. We may differ among ourselves as to what course government should follow; but if we possess any intelligence we must be a unit that it shall be able to follow some course. If government can not go on it is not government. If the legislative body can not enact laws, then there is no use of misnaming it a legislative body; and if the majority is to rule some method by which it can rule must be provided. Government by the majority in Congress had practically come to a stop when Mr. Reed became Speaker. Mr. Reed, at the cost of infinite labor, at the cost of the fiercest attacks, succeeded in restoring that old principle; and now through Congress we can do well or ill, accordingly as the people demand, but at any rate, we can do something—and we owe it more than to any other one man to your fellow-citizen, Mr. Reed. It is a great thing for any man to be able to feel that in some one crisis he left his mark deeply scored for good in the history of his country, and Tom Reed has the right to that feeling.

AT AUGUSTA, MAINE, AUGUST 26, 1902

Governor Burleigh, my fellow-citizens, men and women of Maine:

It would be difficult for any man speaking to this audience and from in front of the house in which Blaine once lived to fail to feel whatever of Americanism there was in him stirred to the depths. For my good fortune I knew Mr. Blaine quite well when he was Secretary of State, and I have thought again and again during the past few years how pleased he would have been to see so many of the principles for which he had stood approach fruition.

One secret, perhaps I might say the chief secret, of Mr. Blaine's extraordinary hold upon the affections of his countrymen was his entirely genuine and unaffected Americanism. When I speak of Americanism I do not for a minute mean to say, gentlemen, that all the things we do are all right. I think there are plenty of evils to correct and that often a man shows himself all the more a good American because he wants to cut out any evil of the body politic which may interfere with our approaching the ideal of true Americanism. But not only admitting but also emphasizing this, it yet remains true that throughout our history no one has been able to render really great service to the country if he did not believe in the country. Mr. Blaine possessed to an eminent degree the confident hope in the nation's future which made him feel that she must ever strive to fit herself for a great destiny. He felt that this

Republic must in every way take the lead in the Western Hemisphere. He felt that this Republic must play a great part among the nations of the earth. The last four years have shown how true that feeling of his was.

He had always hoped that we would have a peculiarly intimate relation with the countries south of us. He could hardly have anticipated—no one could have—the Spanish War and its effects. In consequence of that war America's interest in the tropic islands to our south and the seas and coasts surrounding those islands is far greater than ever before. Our interest in the Monroe Doctrine is more complicated than ever before. The Monroe Doctrine is simply a statement of our very firm belief that on this continent the nations now existing here must be left to work out their own destinies among themselves and that the continent is not longer to be regarded as colonizing ground for any European power. The one power on the continent that can make that doctrine effective is, of course, ourselves; for in the world as it is, gentlemen, the nation which advances a given doctrine likely to interfere in any way with other nations must possess power to back it up if she wishes the doctrine to be respected. We stand firmly on the Monroe Doctrine.

The events of the last nine months have rendered it evident that we shall soon embark on the work of excavating the Isthmian Canal to connect the two great oceans—a work destined to be, probably, the greatest engineering feat of the twentieth

century, certainly a greater engineering feat than has ever yet been successfully attempted among the nations of mankind; and as it is the biggest thing of its kind to be done I am glad it is the United States that is to do it. Whenever a nation undertakes to carry out a great destiny it must make up its mind that there will be work and worry, labor and risk, in doing the work. It is with a nation as it is with an individual; if you are content to attempt but little in private life you may be able to escape a good deal of worry, but you won't achieve very much. The man who attempts much must make up his mind that there will now and then come days and nights of worry; there will come even moments of seeming defeat. But out of the difficulties we wrest success. So it is with the nation. It is not the easy task that is necessarily the best.

AT BANGOR, MAINE, AUGUST 27, 1902

My Fellow-Citizens:

I am glad to greet the farmers of Maine. During the century that has closed, the growth of industrialism has necessarily meant that cities and towns have increased in population more rapidly than the country districts. And yet, it remains true now as it always has been, that in the last resort the country districts are those in which we are surest to find the old American spirit, the old American habits of thought and ways of living. Conditions have changed in the country far less than they have

changed in the cities, and in consequence there has been little breaking away from the methods of life which have produced the great majority of the leaders of the Republic in the past. Almost all of our great Presidents have been brought up in the country, and most of them worked hard on the farms in their youth and got their early mental training in the healthy democracy of farm life.

The forces which made these farm-bred boys leaders of men when they had come to their full manhood are still at work in our country districts. Self-help and individual initiative remain to a peculiar degree typical of life in the country, life on a farm, in the lumbering camp, on a ranch. Neither the farmers nor their hired hands can work through combinations as readily as the capitalists or wage-workers of cities can work.

It must not be understood from this that there has been no change in farming and farm life. The contrary is the case. There has been much change, much progress. The granges and similar organizations, the farmers' institutes, and all the agencies which promote intelligent co-operation and give opportunity for social and intellectual intercourse among the farmers, have played a large part in raising the level of life and work in the country districts. In the domain of government, the Department of Agriculture since its foundation has accomplished results as striking as those obtained under any other branch of the national administration. By scientific study of all matters connected with the

advancement of farm life; by experimental stations; by the use of trained agents, sent to the uttermost countries of the globe; by the practical application of anything which in theory has been demonstrated to be efficient; in these ways, and in many others, great good has been accomplished in raising the standard of productiveness in farm work throughout the country. We live in an era when the best results can only be achieved, if to individual self-help we add the mutual self-help which comes by combination, both of citizens in their individual capacity and of citizens working through the State as an instrument. The farmers of the country have grown more and more to realize this, and farming has tended more and more to take its place as an applied science—though, as with everything else, the theory must be tested in practical work, and can avail only when applied in practical fashion.

But after all this has been said, it remains true that the countryman—the man on the farm, more than any other of our citizens to-day, is called upon continually to exercise the qualities which we like to think of as typical of the United States throughout its history—the qualities of rugged independence, masterful resolution, and individual energy and resourcefulness. He works hard (for which no man is to be pitied), and often he lives hard (which may not be pleasant); but his life is passed in healthy surroundings, surroundings which tend to develop a fine type of citizenship. In the country, moreover, the conditions are fortunately such

as to allow a closer touch between man and man, than, too often, we find to be the case in the city. Men feel more vividly the underlying sense of brotherhood, of community of interest. I do not mean by this that there are not plenty of problems connected with life in our rural districts. There are many problems; and great wisdom and earnest disinterestedness in effort are needed for their solution.

After all, we are one people, with the same fundamental characteristics, whether we live in the city or in the country, in the East or in the West, in the North or the South. Each of us, unless he is contented to be a cumberer of the earth's surface, must strive to do his life-work with his whole heart. Each must remember that, while he will be noxious to every one unless he first do his duty by himself, he must also strive ever to do his duty by his fellow. The problem of how to do these duties is acute everywhere. It is most acute in great cities, but it exists in the country, too. A man, to be a good citizen, must first be a good bread-winner, a good husband, a good father—I hope the father of many healthy children; just as a woman's first duty is to be a good housewife and mother. The business duties, the home duties, the duties to one's family, come first. The couple who bring up plenty of healthy children, who leave behind them many sons and daughters fitted in their turn to be good citizens, emphatically deserve well of the State.

But duty to one's self and one's family does not

exclude duty to one's neighbor. Each of us, rich or poor, can help his neighbor at times; and to do this he must be brought into touch with him, into sympathy with him. Any effort is to be welcomed that brings people closer together, so as to secure a better understanding among those whose walks of life are in ordinary circumstances far apart. Probably the good done is almost equally great on both sides, no matter which one may seem to be helping the other. But it must be kept in mind that no good will be accomplished at all by any philanthropic or charitable work, unless it is done along certain definite lines. In the first place, if the work is done in a spirit of condescension, it would be better never to attempt it. It is almost as irritating to be patronized as to be wronged. The only safe way of working is to try to find out some scheme by which it is possible to make a common effort for the common good. Each of us needs at times to have a helping hand stretched out to him or her. Every one of us slips on some occasion, and shame to his fellow who then refuses to stretch out the hand that should always be ready to help the man who stumbles. It is our duty to lift him up; but it is also our duty to remember that there is no earthly use in trying to carry him. If a man will submit to being carried, that is sufficient to show that he is not worth carrying. In the long run, the only kind of help that really avails is the help which teaches a man to help himself. Such help every man who has been blessed in life should try to give to those who are less fortu-

nate, and such help can be accepted with entire self-respect.

The aim to set before ourselves in trying to aid one another is to give that aid under conditions which will harm no man's self-respect, and which will teach the less fortunate how to help themselves as their stronger brothers do. To give such aid it is necessary not only to possess the right kind of heart, but also the right kind of head. Hardness of heart is a dreadful quality, but it is doubtful whether, in the long run, it works more damage than softness of head. At any rate, both are undesirable. The prerequisite to doing good work in the field of philanthropy—in the field of social effort, undertaken with one's fellows for the common good—is that it shall be undertaken in a spirit of broad sanity no less than of broad and loving charity.

The other day I picked up a little book called "The Simple Life," written by an Alsatian, Charles Wagner, and he preaches such wholesome, sound doctrine that I wish it could be used as a tract throughout our country. To him the whole problem of our complex, somewhat feverish modern life can be solved only by getting men and women to lead better lives. He sees that the permanence of liberty and democracy depends upon a majority of the people being steadfast in morality and in that good plain sense which, as a national attribute, comes only as the result of the slow and painful labor of centuries, and which can be squandered in

a generation by the thoughtless and vicious. He preaches the doctrine of the superiority of the moral to the material. He does not undervalue the material, but he insists, as we of this nation should always insist, upon the infinite superiority of the moral, and the sordid destruction which comes upon either the nation or the individual if it or he becomes absorbed only in the desire to get wealth. The true line of cleavage lies between good citizen and bad citizen; and the line of cleavage may, and often does, run at right angles to that which divides the rich and the poor. The sinews of virtue lie in man's capacity to care for what is outside himself. The man who gives himself up to the service of his appetites, the man who the more goods he has the more wants, has surrendered himself to destruction. It makes little difference whether he achieves his purpose or not. If his point of view is all wrong, he is a bad citizen whether he be rich or poor. It is a small matter to the community whether in arrogance and insolence he has misused great wealth, or whether, though poor, he is possessed by the mean and fierce desire to seize a morsel, the biggest possible, of that prey which the fortunate of earth consume. The man who lives simply, and justly, and honorably, whether rich or poor, is a good citizen. Those who dream only of idleness and pleasure, who hate others, and fail to recognize the duty of each man to his brother, these, be they rich or poor, are the enemies of the State. The misuse of property is one manifestation of the same evil spirit

which, under changed circumstances, denies the right of property because this right is in the hands of others. In a purely material civilization the bitterness of attack on another's possession is only additional proof of the extraordinary importance attached to possession itself. When outward well-being, instead of being regarded as a valuable foundation on which happiness may with wisdom be built, is mistaken for happiness itself, so that material prosperity becomes the one standard, then, alike by those who enjoy such prosperity in slothful or criminal ease, and by those who in no less evil manner rail at, envy, and long for it, poverty is held to be shameful, and money, whether well or ill gotten, to stand for merit.

All this does not mean condemnation of progress. It is mere folly to try to dig up the dead past, and scant is the good that comes from asceticism and retirement from the world. But let us make sure that our progress is in the essentials as well as in the incidentals. Material prosperity without the moral lift toward righteousness means a diminished capacity for happiness and a debased character. The worth of a civilization is the worth of the man at its centre. When this man lacks moral rectitude, material progress only makes bad worse, and social problems still darker and more complex.

AT NORTHFIELD, MASS., SEPTEMBER 1, 1902

My Fellow-Citizens:

Here near the seat of the summer school for young men founded by Dwight L. Moody, I naturally speak on a subject suggested to me by the life of Mr. Moody and by the aims sought for through the establishment of the summer school.

In such a school—a school which is to equip young men to do good in the world—to show both the desire for the rule of righteousness and the practical power to give actual effect to that desire—it seems to me there are two texts specially worthy of emphasis: One is, "Be ye doers of the word and not hearers only"; and the other is, "Not slothful in business, fervent in spirit, serving the Lord." A republic of freemen is pre-eminently a community in which there is need for the actual exercise and practical application of both the milder and the stronger virtues. Every good quality—every virtue and every grace—has its place and is of use in the great scheme of creation; but it is of course a mere truism to say that at certain times and in certain places there is pre-eminent need for a given set of virtues. In our own country, with its many-sided, hurrying, practical life, the place for cloistered virtue is far smaller than is the place for that essential manliness which, without losing its fine and lofty side, can yet hold its own in the rough struggle with the forces of the world round about us. It would be a very bad thing for this country if it happened that the men of right-

eous living tended to lose the robust, virile qualities of heart, mind and body, and if, on the other hand, the men best fitted practically to achieve results lost the guidance of the moral law. No one-sided development can produce really good citizenship—as good citizenship is needed in the America of to-day. If a man has not in him the root of righteousness—if he does not believe in, and practice, honesty—if he is not truthful and upright, clean and high-minded, fair in his dealings both at home and abroad—then the stronger he is, the abler and more energetic he is, the more dangerous he is to the body politic. Wisdom untempered by devotion to an ideal usually means only that dangerous cunning which is far more fatal in its ultimate effects to the community than open violence itself. It is inexcusable in an honest people to deify mere success without regard to the qualities by which that success is achieved. Indeed there is a revolting injustice, intolerable to just minds, in punishing the weak scoundrel who fails, and bowing down to and making life easy for the far more dangerous scoundrel who succeeds. A wicked man who is wicked on a large scale, whether in business or in politics, of course does many times more evil to the community than the man who only ventures to be wicked furtively and in lesser ways. If possible, the success of such a man should be prevented by law, and in any event he ought to be made to feel that there is no condonation of his offences by the public. There is no more unpleasant manifestation of public feeling than the deification of

mere "smartness," as it is termed—of mere successful cunning unhampered by scruple or generosity or right feeling. If a man is not decent, is not square and honest, then the possession of ability only serves to render him more dangerous to the community; as a wild beast grows more dangerous the stronger and fiercer he is.

But virtue by itself is not enough, or anything like enough. Strength must be added to it, and the determination to use that strength. The good man who is ineffective is not able to make his goodness of much account to the people as a whole. No matter how much a man hears the word, small is the credit attached to him if he fails to be a doer also; and in serving the Lord he must remember that he needs to avoid sloth in his business as well as to cultivate fervency of spirit. All around us there are great evils to combat, and they are not to be combated with success by men who pride themselves on their superiority in taste and in virtue, and draw aside from the world's life. It matters not whether they thus draw aside because they fear their fellows or because they despise them. Each feeling—the fear no less than the contempt—is shameful and unworthy. A man to be a good American must be straight, and he must also be strong. He must have in him the conscience which will teach him to see the right, and he must also have the vigor, the courage, and the practical, hard-headed commonsense which will enable him to make his seeing right result in some benefit to his fellows.

AT FITCHBURG, MASS., SEPTEMBER 2, 1902

Mr. Mayor, and you, my Fellow-Citizens:

There are two or three things that I should like to say to this audience, but before beginning what I have to say on some of the problems of the day, I wish to thank for their greeting, not only all of you, my fellow-citizens here, but particularly the men of the great war, and second only to them my comrades of a lesser war, where, I hope, we showed that we were anxious to do our duty, as you had done yours, only the need did not come to us.

We have great problems before us as a nation. I will not try to discuss them at length with you to-day, but I can speak a word as to the manner in which they must be met if they are to be met successfully. All great works, though they differ in the method of doing them, must be solved by substantially the same qualities. You who upheld the arms of Lincoln, who followed the sword of Grant, were able to do your duty not because you found some patent device for doing it, but by going down to the bedrock principles which had made good soldiers since the world began.

There was no method possible to devise which would have spared you from heart-breaking fatigue on the marches, from hardships at night, from danger in battle. The only way to overcome those difficulties and dangers was by drawing on every ounce of hardihood, of courage, of loyalty, and of iron resolution. That is how you had to win out. You

had to win as the soldiers of Washington had won before you, as we of the younger generation must win if ever the call should be made upon us to face a serious foe. Arms change, tactics change, but the spirit that makes the real soldier does not change. The spirit that makes for victory does not change.

It is just so in civic life. The problems change, but fundamentally the qualities needed to face them in the average citizen are the same. Our new and highly complex industrial civilization has produced a new and complicated series of problems. We need to face those problems and not to run away from them. We need to exercise all our ingenuity in trying to devise some effective solution, but the only way in which that solution can be applied is the old way of bringing honesty, courage, and common-sense to bear upon it. One feature of honesty and common-sense combined is never to promise what you do not think you can perform, and then never fail to perform what you have promised. And that applies in public life just as much as in private life.

If some of those who have seen cause for wonder in what I have said this summer on the subject of the great corporations, which are popularly, although with technical inaccuracy, known as trusts, would take the trouble to read my messages when I was Governor, what I said on the stump two years ago, and what I put into my first message to Congress, I think they would have been less astonished. I said

nothing on the stump that I did not think I could make good, and I shall not hesitate now to take the position which I then advocated.

I am even more anxious that you who hear what I say should think of it than that you should applaud it. I am not going to try to define with technical accuracy what ought to be meant when we speak of a trust. But if by trust we mean merely a big corporation, then I ask you to ponder the utter folly of the man who either in a spirit of rancor or in a spirit of folly says "destroy the trusts," without giving you an idea of what he means really to do. I will go with him if he says destroy the evil in the trusts, gladly. I will try to find out that evil, I will seek to apply remedies, which I have already outlined in other speeches; but if his policy, from whatever motive, whether hatred, fear, panic or just sheer ignorance, is to destroy the trusts in a way that will destroy all our property—no. Those men who advocate wild and foolish remedies which would be worse than the disease are doing all in their power to perpetuate the evils against which they nominally war, because, if we are brought face to face with the naked issue of either keeping or totally destroying a prosperity in which the majority share, but in which some share improperly, why, as sensible men, we must decide that it is a great deal better that some people should prosper too much than that no one should prosper enough. So that the man who advocates destroying the trusts by measures which would paralyze the industries

of the country is at least a quack, and at worst an enemy to the Republic.

In 1893 there was no trouble about anybody making too much money. The trusts were down, but the trouble was that we were all of us down. Nothing but harm to the whole body politic can come from ignorant agitation, carried on partially against real evils, partially against imaginary evils, but in a spirit which would substitute for the real evils evils just as real and infinitely greater. Those men, if they should succeed, could do nothing to bring about a solution of the great problems with which we are concerned. If they could destroy certain of the evils at the cost of overthrowing the well-being of the entire country, it would mean merely that there would come a reaction in which they and their remedies would be hopelessly discredited.

Now, it does not do anybody any good, and it will do most of us a great deal of harm, to take steps which will check any proper growth in a corporation. We wish not to penalize but to reward a great captain of industry or the men banded together in a corporation who have the business forethought and energy necessary to build up a great industrial enterprise. Keep that in mind. A big corporation may be doing excellent work for the whole country, and you want, above all things, when striving to get a plan which will prevent wrong-doing by a corporation which desires to do wrong, not at the same time to have a scheme which will interfere with a corporation doing well, if that corporation is handling

itself honestly and squarely. What I am saying ought to be treated as simple, elementary truths. The only reason it is necessary to say them at all is that apparently some people forget them.

I believe something can be done by national legislation. When I state that I ask you to note my words. I say I believe. It is not in my power to say I know. When I talk to you of my own executive duties I can tell you definitely what will and what will not be done. When I speak of the actions of any one else I can only say that I believe something more can be done by national legislation. I believe it will be done. I think we can get laws which will increase the power of the Federal Government over corporations; if we can not, then there will have to be an amendment to the Constitution of the nation conferring additional power upon the Federal Government to deal with corporations. To get that will be a matter of difficulty, and a matter of time.

Let me interrupt here by way of illustration. You of the great war recollect that about six weeks after Sumter had been fired on there began to be loud clamor in the North among people who were not at the front that you should go to Richmond; and there were any number of people who told you how to go there. Then came Bull Run, and a lot of those same people who a fortnight before had been yelling "On to Richmond at once," turned around and said the war was over. All the hysteric brotherhood said so. But you didn't think so. The war was not over. It was not over for three years

and nine months, and then it was over the other way. And you got it over by setting your faces steadily toward the goal, by not relying upon anything impossible, but by each doing everything possible that came in his line to do, by each man doing his duty. You did not win by any patent device; you won by the generalship of Grant and Sherman and Thomas and Sheridan, and, above all, by the soldiership of the men who carried the muskets and the sabres. It did not come as soon as you wanted, and the men who said it would come at once did not help you much either.

In dealing with any great problem in civil life, be it the trusts or anything else, you are going to get along in just about the same fashion. There is not any patent remedy for all the ills. All we can do is to make up our minds definitely that we intend to find some method by which we shall be able to tell, in the first place, what are the real evils and what of the alleged evils are imaginary; in the next place, what of those real evils it is possible to cure by legislation; and then to cure them by legislation and by an honest administration of the laws after they have been enacted. That statement of the problem will never be attractive to the man who thinks that somehow, by turning your hand, you are going to get a complete solution at once.

Grant's plan of fighting it out on that line, if it took all summer, was not attractive to the men who wanted it done in a week. But it was the only plan

that won. The only way we can ever work out even an approximately satisfactory solution of these great industrial problems, of which this so-called problem of the trusts is but one, is by approaching them in a spirit which shall combine equally sanity and self-restraint on the one hand and resolute purpose on the other.

It is not given to me or to any one else to promise a perfect solution. It is not given to me or to any one else to promise you even an approximately perfect solution in a short time. But I think that we can work out a very great improvement over the present conditions, and the steps taken must, I am sure, be along these lines—along the lines, in the first place, of getting power somewhere so that we shall be able to say, the nation has power, let it use that power—and not as it is at present, where it is out of the question to say exactly where the power is.

We must get power first, then use that power fearlessly, but with moderation. Let me say that again —with moderation, with sanity, with self-restraint. The mechanism of modern business is altogether too delicate and too complicated for us to sanction for one moment any intermeddling with it in a spirit of ignorance, above all in a spirit of rancor. Something can be done, something is being done now. Much more can be done if our people resolutely but temperately will that it shall be done. But the certain way of bringing great harm upon ourselves, without in any way furthering the solution of the

problem, but, on the contrary, deferring indefinitely its proper solution, would be to act in a spirit of ignorance, of violence, of rancor, in a spirit which would make us tear down the temple of industry in which we live because we are not satisfied with some of the details of its management.

I want you to think of what I have said, because it represents all of the sincerity and earnestness that I have, and I say to you here, from this platform, nothing that I have not already stated in effect, and nothing I would not say at a private table with any of the biggest corporation managers in the land.

AT DALTON, MASS., SEPTEMBER 3, 1902

Governor Crane, and you, my Friends and Fellow-Citizens:

It seems to me that in a town like this we not only have but ought to have a better standard of citizenship and a more thorough appreciation of the rights and duties of the individual citizen and of the possibilities of government than in almost any other community. Here is a town where you have both farming and manufacturing, where you have on a small scale all the elements that go to make up the industrial life of the nation as a whole—the capitalist and wage-earner, the farmer and hired man, merchant, men of the professions, you have them all; you see the forces that have built up the nation and that are at work in the nation, in play round about you in the farms, in the factories, in the houses, right

among your neighbors and friends. When men live in a big city they lose touch with one another; they tend to lose intimate touch with the government, and they get to speak of the state, of the government, as something entirely apart from them. Now the government is us, here, you and me, and that ought to make us understand on the one hand what we have a right to expect from the government, and on the other hand what it is foolish to expect from the government. We have a right to expect from it that it will secure us against injustice; that so far as is humanly possible it will secure for each man a fair chance; that it will do justice as between man and man, and that it will not respect persons; that in that division of the government dealing with justice each man shall stand absolutely on his merits, not being discriminated for or against because of his wealth or his poverty, because of anything but his own conduct.

The government can take hold of certain functions which are in the interest of the people as a whole. More than this the government can not do or else does at the risk of doing it badly. The government can not supply the lack in any man of the qualities which must determine in the last resort the man's success or failure. Instead of "government" say "the town." Now what can the town do for you? A good deal; but not nearly as much as you can do for it, not nearly as much as you must do for yourself. The government can not make a man a success in life. If we would re-

member that and remember that when we use the large terms of the government and nation, we only mean the town on a large scale, there would be much less danger in our thinking that perhaps by some queer patent device or some scheme, the state, the government, the town, can supply the lack of individual thrift, energy, enterprise, resolution. It can not supply such lack. Something can be done by government, that is, by all of us acting together to protect the rights of all, to accomplish certain things for all. Something can be accomplished by helping one another. He is a poor creature who does not give help generously when the chance comes. But finally in the last resort the man who wins now will be the man of the type who has won always, the man who can win for himself. Do not make the mistake of thinking that it is possible ever to call in any outside force to take the place of the man's own individual initiative, the man's individual capacity to do work worth doing.

AT WHEELING, W. VA., SEPTEMBER 6, 1902

My Friends and Fellow-Citizens:

It is a pleasure to come here to your city. I wish to thank the Mayor, and through the Mayor all of your citizens, for the way in which, upon your behalf, he has greeted me; and I wish to state that it is a special pleasure to be introduced by my friend, Senator Scott. I have known the Senator for some time, and I like him, because when he gives you his word you don't have to think about it again.

I am glad to have the chance of saying a few words here in this great industrial centre in one of those regions which have felt to a notable degree the effects of the period of prosperity through which we are now passing. Probably never before in our history has the country been more prosperous than it is at this moment; and it is a prosperity which has come alike to the tillers of the soil and to those connected with our great industrial enterprises.

Every period has its own troubles and difficulties. A period of adversity, of course, troubles us all; but there are troubles in connection with a period of prosperity also. When all things flourish it means that there is a good chance for things that we don't like to flourish also, just exactly as things that we do like. A period of great national material well-being is inevitably one in which men's minds are turned to the way in which those flourish who are interested in the management of the gigantic capitalistic corporations, whose growth has been so noted a feature of the last half century—the corporations which we have grown to speak of rather loosely as trusts—accepting the word in its usual and common significance as a big corporation usually doing business in several States at least, besides the State in which it is incorporated, and often, though not always, with some element of monopoly in it.

It seems to me that in dealing with this problem of the trusts—perhaps it would be more accurate

to say the group of problems which come into our minds when we think of the trusts—we have two classes of our fellow-citizens whom we have to convert or override. One is composed of those men who refuse to admit that there is any action necessary at all. The other is composed of those men who advocate some action so extreme, so foolish, that it would either be entirely non-effective, or, if effective, would be so only by destroying everything, good and bad, connected with our industrial development.

In every governmental process the aim that a people capable of self-government should steadfastly keep in mind is to proceed by evolution rather than revolution. On the other hand, every people fit for self-government must beware of that fossilization of mind which refuses to allow of any change as conditions change. Now, in dealing with the whole problem of the change in our great industrial civilization—in dealing with the tendencies which have been accentuated in so extraordinary a degree by steam and electricity, and by the tremendous upbuilding of industrial centres which steam and electricity have been the main factors in bringing about —I think we must set before ourselves the desire not to accept less than the possible, and at the same time not to bring ourselves to a complete standstill by attempting the impossible. It is a good deal as it is in taking care, through the engineers, of the lower Mississippi River. No one can dam the Mississippi. If the nation started to dam it, the nation

would waste its time. It would not hurt the Mississippi, but it would not only throw away its own means, but would incidentally damage the population along the banks. You can't dam the current. You can build levees to keep the current within bounds and to shape its direction. I think that is exactly what we can do in connection with these great corporations known as trusts. We can not reverse the industrial tendency of the age. If you succeed in doing it, then all cities like Wheeling will have to go out of business. Remember that. You can not put a stop to or reverse the industrial tendencies of the age, but you can control and regulate them and see that they do no harm.

A flood comes down the Mississippi—you can't stop it. If you tried to build a dam across it, it would not hurt the flood, and it would not benefit you. You can guide it between levees so as to prevent its doing injury, and so as to ensure its doing good. Another thing: you don't build those levees in a day or in a month. A man who told you that he had a patent device by which in sixty days he would solve the whole question of the floods along the lower Mississippi would not be a wise man; but he would be a perfect miracle of wisdom compared to the man who tells you that by any one patent remedy he can bring the millennium in our industrial and social affairs.

We can do something; I believe we can do a good deal, but our accomplishing what I expect to see accomplished is conditioned upon our setting to

work in a spirit as far removed as possible from hysteria—a spirit of sober, steadfast, kindly—I want to emphasize that—kindly determination not to submit to wrong ourselves and not to wrong others, not to interfere with the great business development of the country, and at the same time so to shape our legislation and administration as to minimize, if we can not eradicate, the unpleasant and vicious features connected with that industrial development. I have said that there can be no patent remedy. There is not any one thing which can be done to remove all of the existing evils. There are a good many things which, if we do them all, will, I believe, make a very appreciable betterment in the existing conditions. To do that is not to make a promise that will evoke wild enthusiasm, but a promise that can be kept; and in the long run it is much more comfortable only to make promises that can be kept than to make promises which are sure of an immense reception when made, but which entail intolerable humiliation when it is attempted to carry them out.

I am sufficiently fortunate to be advocating now, as President, precisely the remedies that I advocated two years ago—advocating them not in any partisan spirit, because, gentlemen, this problem is one which affects the life of the nation as a whole—but advocating them simply as the American citizen who, for the time being, stands as the Chief Executive and, therefore, the special representative of his fellow-American citizens of all parties.

A century and a quarter ago there had been no

development of industry such as to make it a matter of the least importance whether the nation or the State had charge of the great corporations or supervised the great business and industrial organizations. A century and a quarter ago, here at Wheeling, commerce was carried on by pack train, by wagon train, by boat. That was the way it was carried on throughout the whole civilized world—oars and sails, wheeled vehicles and beasts of burden—those were the means of carrying on commerce at the end of the eighteenth century, when this country became a nation.

There had been no radical change, no essential change, in the means of carrying on commerce from the days when the Phœnician galleys plowed the waters of the Mediterranean. For four or five thousand years, perhaps longer, from the immemorial past when Babylon and Nineveh stood in Mesopotamia, when Thebes and Memphis were mighty in the valley of the Nile—from that time on through the supremacy of Greece and of Rome, through the upbuilding of the great trading cities like Venice and Genoa in Italy; like the cities of the Rhine and the Netherlands in Northern Europe—on through the period of the great expansion of European civilization which followed the voyages of Columbus and Vasco da Gama, down to the time when this country became a nation—the means of commercial intercourse remained substantially unchanged. Those means, therefore, limited narrowly what could be

done by any corporation, the growth that could take place in any community.

Suddenly, during our own lifetime as a nation—a lifetime trivial in duration compared to the period of recorded history—there came a revolution in the means of intercourse which made a change in commerce, and in all that springs from commerce, in industrial development, greater than all the changes of the preceding thousands of years. A greater change in the means of commerce of mankind has taken place since Wheeling was founded, since the first settlers built their log huts in the great forests on the banks of this river, than in all the previous period during which man had led an existence that can be called civilized.

Through the railway, the electric telegraph, and other developments, steam and electricity worked a complete revolution. This has meant, of course, that entirely new problems have sprung up. You have right in this immediate neighborhood a very much larger population than any similar region in all the United States held when the Continental Congress began its sessions; and the change in industrial conditions has been literally immeasurable. Those changed conditions need a corresponding change in the governmental agencies necessary for their regulation and supervision.

Such agencies were not provided, and could not have been provided, in default of a knowledge of prophecy by the men who founded the Republic. In those days each State could take care perfectly

well of any corporations within its limits, and all it had to do was to try to encourage their upbuilding. Now the big corporations, although nominally the creatures of one State, usually do business in other States, and in a very large number of cases the wide variety of State laws on the subject of corporations has brought about the fact that the corporation is made in one State, but does almost all its work in entirely different States.

It has proved utterly impossible to get anything like uniformity of legislation among the States. Some States have passed laws about corporations which, if they had not been ineffective, would have totally prevented any important corporate work being done within their limits. Other States have such lax laws that there is no effective effort made to control any of the abuses. As a result we have a system of divided control—where the nation has something to say, but it is a little difficult to know exactly how much, and where the different States have each something to say, but where there is no supreme power that can speak with authority. It is, of course, a mere truism to say that every corporation, the smallest as well as the largest, is the creature of the State. Where the corporation is small there is very little need of exercising much supervision over it, but the stupendous corporations of the present day certainly should be under governmental supervision and regulation. The first effort to make is to give somebody the power to exercise that supervision, that regulation. We have

already laws on the statute books. Those laws will be enforced, and are being enforced, with all the power of the National Government, and wholly without regard to persons. But the power is very limited. Now I want you to take my words at their exact value. I think—I can not say I am sure, because it has often happened in the past that Congress has passed a law with a given purpose in view, and when that law has been judicially interpreted it has proved that the purpose was not achieved—but I think that by legislation additional power in the way of regulation of at least a number of these great corporations can be conferred. But, gentlemen, I firmly believe that in the end power must be given to the National Government to exercise in full supervision and regulation of these great enterprises, and, if necessary, a Constitutional amendment must be resorted to for this purpose.

That is not new doctrine for me. That is the doctrine that I advocated on the stump two years ago. Some of my ultra-conservative friends have professed to be greatly shocked at my advocating it now. I would explain to those gentlemen, once for all, that they err whenever they think that I advocate on the stump anything that I will not try to put into effect after election. The objection is made that working along these lines will take time. So it will. Let me go back to my illustration of the Mississippi River. It took time to build the levees, but we built them. And if we have the proper intelligence, the proper resolution, and the proper

self-restraint, we can work out the solution along the lines that I have indicated. Thus, the first thing is to give the National Government the power. All the power that is given, I can assure you, will be used in a spirit as free as possible from rancor of any kind, but with the firmest determination to make big man and little man alike obey the law.

What we need first is power. Having gotten the power, remember the work won't be ended—it will be only fairly begun. And let me say again and again and again that you will not get the millennium—the millennium is some way off yet. But you will be in a position to make long strides in advance in the direction of securing a juster, fairer, wiser management of many of these corporations, both as regards the general public and as regards their relationship among themselves and to the investing public. When we have the power I most earnestly hope, and should most earnestly advocate, that it be used with the greatest wisdom and self-restraint.

The first thing to do would be to find out the facts. For that purpose I am absolutely clear that we need publicity—that we need it not as a matter of favor from any one corporation, but as a matter of right, secured through the agents of the Government, from all the corporations concerned. The mere fact of the publicity itself will tend to stop many of the evils, and it will show that some other alleged evils are imaginary, and finally in making evident the remaining evils — those that are not

imaginary and that are not cured by the simple light of day—it will give us an intelligent appreciation of the methods to take in getting at them. We should have, under such circumstances, one sovereign to whom the big corporations should be responsible—a sovereign in whose courts a corporation could be held accountable for any failure to comply with the laws of the legislature of that sovereign. I do not think you can accomplish that among the forty-six sovereigns of the States. I think that it will have to be through the National Government.

TO THE BROTHERHOOD OF LOCOMOTIVE FIREMEN, CHATTANOOGA, TENN., SEPTEMBER 8, 1902

Mr. Grand Master, Governor McMillan, Mr. Mayor, my Brothers, my Fellow-Citizens:

I am glad to be here to-day. I am glad to come as the guest of the Brotherhood. Let me join with you, the members of the Brotherhood of this country, in extending a most cordial welcome to our fellows from Canada and Mexico. The fact that we are good Americans only makes us all the better men, all the more desirous of seeing good fortune to all mankind. I needed no pressing to accept the invitation tendered through you, Mr. Hannahan, and through Mr. Arnold, to come to this meeting. I have always admired greatly the railroad men of the country, and I do not see how any one who believes in what I regard as the fundamental virtues

of citizenship can fail to do so. I want to see the average American a good man, an honest man, and a man who can handle himself, and does handle himself, well under difficulties. The last time I ever saw General Sherman, I dined at his house, and we got to talking over the capacity of different types of soldiers, and the General happened to say that if ever there were another war, and he were to have a command, he should endeavor to get as many railway men as possible under him. I asked him why, and he said, "Because on account of their profession they have developed certain qualities which are essential in a soldier." In the first place, they are accustomed to taking risks. There are a great many men who are naturally brave, but who, being entirely unaccustomed to risks, are at first appalled by them. Railroad men are accustomed to enduring hardship; they are accustomed to irregular hours; they are accustomed to act on their own responsibility, on their own initiative, and yet they are accustomed to obeying orders quickly. There is not anything more soul-harrowing for a man in time of war, or for a man engaged in a difficult job in time of peace, than to give an order and have the gentleman addressed say "What?" The railroad man has to learn that when an order is issued there may be but a fraction of a second in which to obey it. He has to learn that orders are to be obeyed, and, on the other hand, that there will come plenty of crises in which there will be no orders to be obeyed, and he will have to act for himself.

Those are all qualities that go to the very essence of good soldiership, and I am not surprised at what General Sherman said. In raising my own regiment, which was raised mainly in the Southwest, partly in the Territory in which Mr. Sargent himself served as a soldier at one time—in Arizona—I got a number of railroad men. Of course, the first requisite was that a man should know how to shoot and how to ride. We were raising the regiment in a hurry, and we did not have time to teach him either. He had to know how to handle a horse and how to handle a rifle, to start with. But given the possession of those two qualities, I found that there was no group of our citizens from whom better men could be drawn to do a soldier's work in a tight place and at all times than the railroad men.

But, gentlemen, the period of war is but a fractional part of the life of our Republic, and I earnestly hope and believe that it will be an even smaller part in the future than it has been in the past. It was the work that you have done in time of peace that especially attracted me to you, that made me anxious to come down here and see you, and that made me glad to speak to you, not for what I can tell you, but for the lesson it seems to me can be gained by all of our people from what you have done.

At the opening of the twentieth century we face conditions vastly changed from what they were in this country and throughout the world a century ago. Our complex industrial civilization under which

progress has been so rapid, and in which the changes for good have been so great, has also inevitably seen the growth of certain tendencies that are not for good, or at least that are not wholly for good; and we in consequence, as a people, like the rest of civilized mankind, find set before us for solution during the coming century problems which need the best thought of all of us, and the most earnest desire of all to solve them well if we expect to work out a solution satisfactory to our people, a solution for the advantage of the nation. In facing these problems, it must be a comfort to every well-wisher of the nation to see what has been done by your organization. I believe emphatically in organized labor. I believe in organizations of wage-workers. Organization is one of the laws of our social and economic development at this time. But I feel that we must always keep before our minds the fact that there is nothing sacred in the name itself. To call an organization an organization does not make it a good one. The worth of an organization depends upon its being handled with the courage, the skill, the wisdom, the spirit of fair dealing as between man and man, and the wise self-restraint which, I am glad to be able to say, your Brotherhood has shown. You now number close upon 44,000 members. During the two years ending June 30 last you paid in to the general and beneficiary funds close upon a million and a half dollars. More than six and one-half millions have been paid in since the starting of the insurance clause in

the constitution—have been paid to disabled members and their beneficiaries. Over fifty per cent of the amount paid was paid on account of accidents. Gentlemen, that is a sufficient commentary upon the kind of profession which is yours. You face death and danger in time of peace, as in time of war the men wearing Uncle Sam's uniform must face them.

Your work is hard. Do you suppose I mention that because I pity you? No; not a bit. I don't pity any man who does hard work worth doing. I admire him. I pity the creature who doesn't work, at whichever end of the social scale he may regard himself as being. The law of worthy work well done is the law of successful American life. I believe in play, too—play, and play hard while you play; but don't make the mistake of thinking that that is the main thing. The work is what counts, and if a man does his work well and it is worth doing, then it matters but little in which line that work is done; the man is a good American citizen. If he does his work in slip-shod fashion, then no matter what kind of work it is, he is a poor American citizen.

I speak to the Brotherhood of Locomotive Firemen, but what I say applies to all railroad men —not only to the engineers who have served an apprenticeship as firemen, to the conductors, who, as a rule, have served an apprenticeship as brakemen, but to all the men of all the organizations connected with railroad work. I know you do not grudge my saying that, through you, I am talking to all the

railroad men of the country. You, in your organization as railroad men, have taught two lessons: the lesson of how much can be accomplished by organization, by mutual self-help of the type that helps another in the only way by which, in the long run, —that is, by teaching him to help himself. You teach the benefits of organization, and you also teach the indispensable need of keeping absolutely unimpaired the faculty of individual initiative, the faculty by which each man brings himself to the highest point of perfection by exercising the special qualities with which he is himself endowed. The Brotherhood has developed to this enormous extent since the days, now many years ago, when the first little band came together; and it has developed, not by crushing out individual initiative, but by developing it, by combining many individual initiatives.

The Brotherhood of Firemen does much for all firemen, but I firmly believe that the individual fireman since the growth of the Brotherhood has been more, not less, efficient than he was twenty years ago. Membership in the Brotherhood comes, as I understand it, after a nine months' probationary period; after a man has shown his worth, he is then admitted and stands on his footing as a brother. Now, any man who enters with the purpose of letting the Brotherhood carry him is not worth much. The man who counts in the Brotherhood is the man who pulls his own weight and a little more. Much can be done by the Brotherhood. I have just

hinted in the general figures I gave you, at how much has been done, but it still remains true in the Brotherhood, and everywhere else throughout American life, that in the last resort nothing can supply the place of the man's own individual qualities. We need those, no matter how perfect the organization is outside. There is just as much need of nerve, hardihood, power to face risks and accept responsibilities, in the engineer and the fireman, whether on a flyer or a freight train, now as there ever was. Much can be done by the Association. A great deal can be accomplished by working each for all and all for each; but we must not forget that the first requisite in accomplishing that is that each man should work for others by working for himself, by developing his own capacity.

The steady way in which a man can rise is illustrated by a little thing that happened yesterday. I came down here over the Queen and Crescent Railroad, and the General Manager, who handled my train and who handled yours, was Mr. Maguire. I used to know him in the old days when he was on his way up, and he began right at the bottom. He was a fireman at one time. He worked his way straight up, and now he is General Manager.

I believe so emphatically in your organization because, while it teaches the need of working in union, of working in association, of working with deep in our hearts, not merely on our lips, the sense of Brotherhood, yet of necessity it still keeps, as your organization always must keep, to the forefront the

worth of the individual qualities of a man. I said to you that I came here in a sense not to speak to you, but to use your experience as an object-lesson for all of us, an object-lesson in good American citizenship. All professions, of course, do not call for the exercise to the same degree of the qualities of which I have spoken. Your profession is one of those which I am inclined to feel play in modern life a greater part from the standpoint of character than we entirely realize. There is in modern life, with the growth of civilization and luxury, a certain tendency to softening of the national fibre. There is a certain tendency to forget, in consequence of their disuse, the rugged virtues which lie at the back of manhood; and I feel that professions like yours, like the profession of the railroad men of the country, have a tonic effect upon the whole body politic.

It is a good thing that there should be a large body of our fellow-citizens—that there should be a profession—whose members must, year in and year out, display those old, old qualities of courage, daring, resolution, unflinching willingness to meet danger at need. I hope to see all our people develop the softer, gentler virtues to an ever increasing degree, but I hope never to see them lose the sterner virtues that make men men.

A man is not going to be a fireman or an engineer, or serve well in any other capacity on a railroad long if he has a "streak of yellow" in him. You are going to find it out, and he is going to be painfully conscious of it, very soon. It is a fine thing

for our people that we should have those qualities in evidence before us in the life-work of a big group of our citizens.

In American citizenship, we can succeed permanently only upon the basis of standing shoulder to shoulder, working in association, by organization, each working for all, and yet remembering that we need each so to shape things that each man can develop to best advantage all the forces and powers at his command. In your organization you accomplish much by means of the Brotherhood, but you accomplish it because of the men who go to make up that brotherhood.

If you had exactly the organization, exactly the laws, exactly the system, and yet were yourselves a poor set of men, the system would not save you. I will guarantee that, from time to time, you have men go in to try to serve for the nine months who prove that they do not have the stuff in them out of which you can make good men. You have to have the stuff in you, and, if you have the stuff, you can make out of it a much finer man by means of the association—but you must have the material out of which to make it. So it is in citizenship.

And now let me say a word, speaking not merely especially to the Brotherhood, but to all our citizens. Governor McMillan, Mr. Mayor: I fail to see how any American can come to Chattanooga and go over the great battle-fields in the neighborhood—the battle-fields here in this State and just across the border in my mother's State of Georgia—how any Ameri-

can can come here and see evidences of the mighty deeds done by the men who wore the blue and the men who wore the gray, and not go away a better American, prouder of the country, prouder because of the valor displayed on both sides in the contest —the valor, the self-devotion, the loyalty to the right as each side saw the right. Yesterday I was presented with a cane cut from the Chickamauga battle-field by some young men of Northern Georgia. On the cane were engraved the names of three Union generals and three Confederate generals. One of those Union generals was at that time showing me over the battle-field—General Boynton. Under one of the Confederate generals—General Wheeler —I myself served. In my regiment there served under me in the ranks a son of General Hood, who commanded at one time the Confederate army against General Sherman. The only captain whom I had the opportunity of promoting to field rank, and to whom the promotion was given for gallantry on the field, was Micah Jenkins, of South Carolina, the son of a Confederate general, whose name you will find recorded among those who fought at Chickamauga.

Two of my best captains were killed at Santiago —one was Allyn Capron, the fifth in line who, from father to son, had served in the regular army of the United States, who had served in every war in which our country had been engaged; the other, Bucky O'Neill. His father had fought under Maher, when, on the day at Fredericksburg, his brigade left more

men under the stone wall than did any other brigade. I had in my regiment men from the North and the South; men from the East and the West; men whose fathers had fought under Grant, and whose fathers had fought under Lee; college graduates, capitalists' sons, wage-workers, the man of means and the man who all his life had owed each day's bread to the day's toil. I had Catholic, Protestant, Jew, and Gentile under me. Among my captains were men whose forefathers had been among the first white men to settle on Massachusetts Bay and on the banks of the James, and others whose parents had come from Germany, from Ireland, from England, from France. They were all Americans, and nothing else, and each man stood on his worth as a man, to be judged by it, and to succeed or fail accordingly as he did well or ill. Compared to the giant death-wrestles that reeled over the mountains round about this city the fight at Santiago was the merest skirmish; but the spirit in which we handled ourselves there, I hope was the spirit in which we have to face our duties as citizens if we are to make this Republic what it must be made.

Yesterday, in passing over the Chickamauga battle-field, I was immensely struck by the monument raised by Kentucky to the Union and Confederate soldiers from Kentucky who fell on that battle-field. The inscription reads as follows: "As we are united in life, and they united in death, let one monument perpetuate their deeds, and one people, forgetful of all asperities, forever hold in grateful remembrance

all the glories of that terrible conflict which made all men free and retained every star on the nation's flag." That is a good sentiment. That is a sentiment by which we can all stand. And oh, my friends! what does that sentiment have as its underlying spirit? The spirit of brotherhood!

I firmly believe in my countrymen, and therefore I believe that the chief thing necessary in order that they shall work together is that they shall know one another—that the Northerner shall know the Southerner, and the man of one occupation know the man of another occupation; the man who works in one walk of life know the man who works in another walk of life, so that we may realize that the things which divide us are superficial, are unimportant, and that we are, and must ever be, knit together into one indissoluble mass by our common American brotherhood.

AT DANVILLE, VA., SEPTEMBER 9, 1902

My Fellow-Citizens:

I did not expect to have the chance of speaking to any of you of Virginia on this trip. I only wish it had been my good fortune to be able to go through your grand and beautiful historic State by daylight. But you have not escaped me, gentlemen; I am going to come again.

Yesterday and to-day I spent in Tennessee and North Carolina. I have enjoyed much those two days. It is a good thing for any American, and it

is an especially good thing for the American who happens to be President at any time, to go around in the country and meet his fellow-Americans of different sections and different States. The more he sees of his fellow-Americans the more he will realize that the differences which divide them are trivial and that the likenesses which unite them are fundamental. A good American is a good American wherever he is, and a bad American is a poor one wherever he is. If a man is a decent citizen, if he does his duty to his family, to his neighbors, to the State and the nation, as a decent man ought to, then he is a man who has a right to claim kinship and comradeship with every other decent American from one end of this country to the other. If he is a straight man he is a credit to all of us, and if he is a crooked man he is a disgrace to all of us. Fundamentally, for weal or for woe, we are knit together; we shall go up or go down together. If hard times come they come without much regard to State lines. If good times come they come without regard to State lines. Wherever a deed is done by an American which reflects credit upon our country, each of us can walk with his head a little higher in consequence; and wherever anything happens through the fault of any of us that is discreditable it discredits all of us more or less.

Gentlemen and ladies, I thank you greatly for having come down here to greet me. It is a genuine pleasure to see you. No man of the United States, proud of the history of the United States, can fail

to feel certain associations of reverence and regard awakened when he treads the soil of Virginia, which has taken so leading a part in peace and in war throughout our history.

AT MUSIC HALL, CINCINNATI, OHIO, ON THE EVENING OF SEPTEMBER 20, 1902

Mr. Mayor, and you, my Fellow-Americans:

I shall ask your attention to what I say to-night, because I intend to make a perfectly serious argument to you, and I shall be obliged if you will remain as still as possible; and I ask that those at the very back will remember that if they talk or make a noise it interferes with the hearing of the rest. I intend to speak to you on a serious subject and to make an argument as the Chief Executive of a nation, who is the President of all the people, without regard to party, without regard to section. I intend to make to you an argument from the standpoint simply of one American talking to his fellow-Americans upon one of the great subjects of interest to all alike; and that subject is what are commonly known as trusts. The word is used very loosely and almost always with technical inaccuracy. The average man, however, when he speaks of the trusts means rather vaguely all of the very big corporations, the growth of which has been so signal a feature of our modern civilization, and especially those big corporations which, though organized in one State, do business in several States, and often have a tendency to monopoly.

The whole subject of the trusts is of vital concern to us, because it presents one, and perhaps the most conspicuous, of the many problems forced upon our attention by the tremendous industrial development which has taken place during the last century, a development which is occurring in all civilized countries, notably in our own. There have been many factors responsible for bringing about these changed conditions. Of these, steam and electricity are the chief. The extraordinary changes in the methods of transportation of merchandise and of transmission of news have rendered not only possible, but inevitable, the immense increase in the rate of growth of our great industrial centres—that is, of our great cities. I want you to bring home to yourselves that fact. When Cincinnati was founded news could be transmitted and merchandise carried exactly as has been the case in the days of the Roman Empire. You had here on your river the flat-boat, you had on the ocean the sailing-ship, you had the pack-train, you had the wagon, and every one of the four was known when Babylon fell. The change in the last hundred years has been greater by far than the changes in all the preceding three thousand. Those are the facts. Because of them have resulted the specialization of industries, and the unexampled opportunities offered for the employment of huge amounts of capital, and therefore for the rise in the business world of those master-minds through whom alone it is possible for such vast amounts of capital to be employed with profit. It matters very little

whether we like these new conditions or whether we dislike them; whether we like the creation of these new opportunities or not. Many admirable qualities which were developed in the older, simpler, less progressive life have tended to atrophy under our rather feverish, high-pressure, complex life of to-day. But our likes and dislikes have nothing to do with the matter. The new conditions are here. You can't bring back the old days of the canalboat and stagecoach if you wish. The steamboat and the railroad are here. The new forces have produced both good and evil. We can not get rid of them—even if it were not undesirable to get rid of them; and our instant duty is to try to accommodate our social, economic and legislative life to them, and to frame a system of law and conduct under which we shall get out of them the utmost possible benefit and the least possible amount of harm. It is foolish to pride ourselves upon our progress and prosperity, upon our commanding position in the international industrial world, and at the same time have nothing but denunciation for the men to whose commanding position we in part owe this very progress and prosperity, this commanding position.

Whenever great social or industrial changes take place, no matter how much good there may be to them, there is sure to be some evil; and it usually takes mankind a number of years and a good deal of experimenting before they find the right ways in which so far as possible to control the new evil, without at the same time nullifying the new good. I am

stating facts so obvious that if each one of you will think them over you will think them trite, but if you read or listen to some of the arguments advanced, you will come to the conclusion that there is need of learning these trite truths. In these circumstances the effort to bring the new tendencies to a standstill is always futile and generally mischievous; but it is possible somewhat to develop them aright. Law can to a degree guide, protect and control industrial development, but it can never cause it, or play more than a subordinate part in its healthy development—unfortunately it is easy enough by bad laws to bring it to an almost complete stop.

In dealing with the big corporations which we call trusts, we must resolutely purpose to proceed by evolution and not revolution. We wish to face the facts, declining to have our vision blinded either by the folly of those who say there are no evils, or by the more dangerous folly of those who either see, or make believe that they see, nothing but evil in all the existing system, and who if given their way would destroy the evil by the simple process of bringing ruin and disaster to the entire country. The evils attendant upon over-capitalization alone are, in my judgment, sufficient to warrant a far closer supervision and control than now exists over the great corporations. Wherever a substantial monopoly can be shown to exist we should certainly try our utmost to devise an expedient by which it can be controlled. Doubtless some of the evils existing in or because

of the great corporations can not be cured by any legislation which has yet been proposed, and doubtless others, which have really been incident to the sudden development in the formation of corporations of all kinds, will in the end cure themselves. But there will remain a certain number which can be cured if we decide that by the power of the Government they are to be cured. The surest way to prevent the possibility of curing any of them is to approach the subject in a spirit of violent rancor, complicated with total ignorance of business interests and fundamental incapacity or unwillingness to understand the limitations upon all lawmaking bodies. No problem, and least of all so difficult a problem as this, can be solved if the qualities brought to its solution are panic, fear, envy, hatred, and ignorance. There can exist in a free republic no man more wicked, no man more dangerous to the people, than he who would arouse these feelings in the hope that they would redound to his own political advantage. Corporations that are handled honestly and fairly, so far from being an evil, are a natural business evolution and make for the general prosperity of our land. We do not wish to destroy corporations, but we do wish to make them subserve the public good. All individuals, rich or poor, private or corporate, must be subject to the law of the land; and the government will hold them to a rigid obedience thereof. The biggest corporation, like the humblest private citizen, must be held to strict compliance with the will of the people as expressed in the funda-

mental law. The rich man who does not see that this is in his interest is indeed short-sighted. When we make him obey the law we ensure for him the absolute protection of the law.

The savings banks show what can be done in the way of genuinely beneficent work by large corporations when intelligently administered and supervised. They now hold over twenty-six hundred millions of the people's money and pay annually about one hundred millions of interest or profit to their depositors. There is no talk of danger from these corporations; yet they possess great power, holding over three times the amount of our present national debt, more than all the currency, gold, silver, greenbacks, etc., in circulation in the United States. The chief reason for there being no talk of danger from them is that they are on the whole faithfully administered for the benefit of all, under wise laws which require frequent and full publication of their condition, and which prescribe certain needful regulations with which they have to comply, while at the same time giving full scope for the business enterprise of their managers within these limits.

Now of course savings banks are as highly specialized a class of corporations as railroads, and we can not force too far the analogy with other corporations; but there are certain conditions which I think we can lay down as indispensable to the proper treatment of all corporations which from their size have become important factors in the social development of the community.

Before speaking, however, of what can be done by way of remedy let me say a word or two as to certain proposed remedies which, in my judgment, would be ineffective or mischievous. The first thing to remember is that if we are to accomplish any good at all it must be by resolutely keeping in mind the intention to do away with any evils in the conduct of big corporations, while steadfastly refusing to assent to indiscriminate assault upon all forms of corporate capital as such. The line of demarcation we draw must always be on conduct, not upon wealth; our objection to any given corporation must be, not that it is big, but that it behaves badly. Perfectly simple again, my friends, but not always heeded by some of those who would strive to teach us how to act toward big corporations. Treat the head of the corporation as you would treat all other men. If he does well stand by him. You will occasionally find the head of a big corporation who objects to that treatment; very good, apply it all the more carefully. Remember, after all, that he who objects because he is the head of a big corporation to being treated like any one else is only guilty of the same sin as the man who wishes him treated worse than any one else because he is the head of a big corporation. Demagogic denunciation of wealth is never wholesome and is generally dangerous; and not a few of the proposed methods of curbing the trusts are dangerous chiefly because all insincere advocacy of the impossible is dangerous. It is an unhealthy thing for a community when the appeal

is made to follow a course which those who make the appeal either do know, or ought to know, can not be followed; and which, if followed, would result in disaster to everybody. Loose talk about destroying monopoly out of hand without a hint as to how the monopoly should even be defined offers a case in point.

Nor can we afford to tolerate any proposal which will strike at the so-called trusts only by striking at the general well-being. We are now enjoying a period of great prosperity. The prosperity is generally diffused through all sections and through all classes. Doubtless there are some individuals who do not get enough of it, and there are others who get too much. That is simply another way of saying that the wisdom of mankind is finite; and that even the best human system does not work perfectly. You don't have to take my word for that. Look back just nine years. In 1893 nobody was concerned in downing the trusts. Everybody was concerned in trying to get up himself. The men who propose to get rid of the evils of the trusts by measures which would do away with the general well-being, advocate a policy which would not only be a damage to the community as a whole, but which would defeat its own professed object. If we are forced to the alternative of choosing either a system under which most of us prosper somewhat, though a few of us prosper too much, or else a system under which no one prospers enough, of course we will choose the former. If the policy

advocated is so revolutionary and destructive as to involve the whole community in the crash of common disaster, it is as certain as anything can be that when the disaster has occurred all efforts to regulate the trusts will cease, and that the one aim will be to restore prosperity.

A remedy much advocated at the moment is to take off the tariff from all articles which are made by trusts. To do this it will be necessary first to define trusts. The language commonly used by the advocates of the method implies that they mean all articles made by large corporations, and that the changes in tariff are to be made with punitive intent toward these large corporations. Of course if the tariff is to be changed in order to punish them, it should be changed so as to punish those that do ill, not merely those that are prosperous. It would be neither just nor expedient to punish the big corporations as big corporations; what we wish to do is to protect the people from any evil that may grow out of their existence or maladministration. Some of those corporations do well and others do ill. If in any case the tariff is found to foster a monopoly which does ill, of course no protectionist would object to a modification of the tariff sufficient to remedy the evil. But in very few cases does the so-called trust really monopolize the market. Take any very big corporation—I could mention them by the score—which controls, say, something in the neighborhood of half of the products of a given industry. It is the kind of corporation that is always

spoken of as a trust. Surely in rearranging the schedules affecting such a corporation it would be necessary to consider the interests of its smaller competitors which control the remaining part, and which, being weaker, would suffer most from any tariff designed to punish all the producers; for, of course, the tariff must be made light or heavy for big and little producers alike. Moreover, such a corporation necessarily employs very many thousands, often very many tens of thousands of workmen, and the minute we proceeded from denunciation to action it would be necessary to consider the interests of these workmen. Furthermore, the products of many trusts are unprotected, and would be entirely unaffected by any change in the tariff, or at most very slightly so. The Standard Oil Company offers a case in point; and the corporations which control the anthracite coal output offer another—for there is no duty whatever on anthracite coal.

I am not now discussing the question of the tariff as such; whether from the standpoint of the fundamental difference between those who believe in a protective tariff and those who believe in free trade; or from the standpoint of those who, while they believe in a protective tariff, feel that there could be a rearrangement of our schedules, either by direct legislation or by reciprocity treaties, which would result in enlarging our markets; nor yet from the standpoint of those who feel that stability of economic policy is at the moment our prime economic need, and that the benefits to be derived from any

change in schedules would not compensate for the damage to business caused by the widespread agitation which would follow any attempted general revision of the tariff at this moment. Without regard to the wisdom of any one of those three positions it remains true that the real evils connected with the trusts can not be remedied by any change in the tariff laws. The trusts can be damaged by depriving them of the benefits of a protective tariff, only on condition of damaging all their smaller competitors, and all the wage-workers employed in the industry. This point is very important, and it is desirable to avoid any misunderstanding concerning it. I am not now considering whether or not, on grounds totally unconnected with the trusts, it would be well to lower the duties on various schedules, either by direct legislation or by legislation or treaties designed to secure as an offset reciprocal advantages from the nations with which we trade. My point is that changes in the tariff would have little appreciable effect on the trusts save as they shared in the general harm or good proceeding from such changes. No tariff change would help one of our smaller corporations, or one of our private individuals in business, still less one of our wage-workers, as against a large corporation in the same business; on the contrary, if it bore heavily on the large corporation it would inevitably be felt still more by that corporation's weaker rivals, while any injurious result would of necessity be shared by both the employer and the employed in the business

concerned. The immediate introduction of substantial free trade in all articles manufactured by trusts, that is, by the largest and most successful corporations, would not affect some of the most powerful of our business combinations in the least, save by the damage done to the general business welfare of the country; others would undoubtedly be seriously affected, but much less so than their weaker rivals, while the loss would be divided between the capitalists and the laborers; and after the years of panic and distress had been lived through, and some return to prosperity had occurred, even though all were on a lower plane of prosperity than before, the relative difference between the trusts and their rivals would remain as marked as ever. In other words, the trust, or big corporation, would have suffered relatively to, and in the interest of, its foreign competitor; but its relative position toward its American competitors would probably be improved; little would have been done toward cutting out or minimizing the evils in the trusts; nothing toward securing adequate control and regulation of the large modern corporations. In other words, the question of regulating the trusts with a view to minimizing or abolishing the evils existent in them is separate and apart from the question of tariff revision.

You must face the fact that only harm will come from a proposition to attack the so-called trusts in a vindictive spirit by measures conceived solely with a desire of hurting them, without regard as to whether or not discrimination should be made be-

tween the good and evil in them, and without even any regard as to whether a necessary sequence of the action would be the hurting of other interests. The adoption of such a policy would mean temporary damage to the trusts, because it would mean temporary damage to all of our business interests; but the effect would be only temporary, for exactly as the damage affected all alike, good and bad, so the reaction would affect all alike, good and bad. The necessary supervision and control, in which I firmly believe as the only method of eliminating the real evils of the trusts, must come through wisely and cautiously framed legislation, which shall aim in the first place to give definite control to some sovereign over the great corporations, and which shall be followed, when once this power has been conferred, by a system giving to the Government the full knowledge which is the essential for satisfactory action. Then when this knowledge—one of the essential features of which is proper publicity—has been gained, what further steps of any kind are necessary can be taken with the confidence born of the possession of power to deal with the subject, and of a thorough knowledge of what should and can be done in the matter.

We need additional power; and we need knowledge. Our Constitution was framed when the economic conditions were so different that each State could wisely be left to handle the corporations within its limits as it saw fit. Nowadays all the corporations which I am considering do what

is really an interstate business, and as the States have proceeded on very different lines in regulating them, at present a corporation will be organized in one State, not because it intends to do business in that State, but because it does not, and therefore that State can give it better privileges, and then it will do business in some other States, and will claim not to be under the control of the States in which it does business; and of course it is not the object of the State creating it to exercise any control over it, as it does not do any business in that State. Such a system can not obtain. There must be some sovereign. It might be better if all the States could agree along the same lines in dealing with these corporations, but I see not the slightest prospect of such an agreement. Therefore, I personally feel that ultimately the nation will have to assume the responsibility of regulating these very large corporations which do an interstate business. The States must combine to meet the way in which capital has combined; and the way in which the States can combine is through the National Government. But I firmly believe that all these obstacles can be met if only we face them, both with the determination to overcome them, and with the further determination to overcome them in ways which shall not do damage to the country as a whole; which on the contrary shall further our industrial development, and shall help instead of hindering all corporations which work out their success by means that are just and fair toward all men.

Without the adoption of a constitutional amendment, my belief is that a good deal can be done by law. It is difficult to say exactly how much, because experience has taught us that in dealing with these subjects, where the lines dividing the rights and duties of the States and of the Nation are in doubt, it has sometimes been difficult for Congress to forecast the action of the courts upon its legislation. Such legislation (whether obtainable now, or obtainable only after a constitutional amendment) should provide for a reasonable supervision, the most prominent feature of which at first should be publicity; that is, the making public, both to the governmental authorities and to the people at large, the essential facts in which the public is concerned. This would give us exact knowledge of many points which are now not only in doubt, but the subject of fierce controversy. Moreover, the mere fact of the publication would cure some very grave evils, for the light of day is a deterrent to wrong-doing. It would doubtless disclose other evils with which, for the time being, we could devise no way to grapple. Finally, it would disclose others which could be grappled with and cured by further legislative action.

Remember, I advocate the action which the President can only advise, and which he has no power himself to take. Under our present legislative and constitutional limitations the national executive can work only between narrow lines in the field of action concerning great corporations. Between those lines, I assure you that exact and even-handed justice

will be dealt, and is being dealt, to all men, without regard to persons.

I wish to repeat with all emphasis that desirable though it is that the nation should have the power I suggest, it is equally desirable that it should be used with wisdom and self-restraint. The mechanism of modern business is tremendous in its size and complexity, and ignorant intermeddling with it would be disastrous. We should not be made timid or daunted by the size of the problem; we should not fear to undertake it; but we should undertake it with ever present in our minds dread of the sinister spirits of rancor, ignorance, and vanity. We need to keep steadily in mind the fact that besides the tangible property in each corporation there lies behind the spirit which brings it success, and in the case of each very successful corporation this is usually the spirit of some one man or set of men. Under exactly similar conditions one corporation will make a stupendous success where another makes a stupendous failure, simply because one is well managed and the other is not. While making it clear that we do not intend to allow wrong-doing by one of the captains of industry any more than by the humblest private in the industrial ranks, we must also in the interests of all of us avoid cramping a strength which, if beneficently used, will be for the good of all of us. The marvelous prosperity we have been enjoying for the past few years has been due primarily to the high average of honesty, thrift, and business capacity among our people as a whole;

but some of it has also been due to the ability of the men who are the industrial leaders of the nation. In securing just and fair dealing by these men let us remember to do them justice in return, and this not only because it is our duty, but because it is our interest; not only for their sakes, but for ours. We are neither the friend of the rich man as such, nor the friend of the poor man as such; we are the friend of the honest man, rich or poor; and we intend that all men, rich and poor alike, shall obey the law alike and receive its protection alike.

AT THE BANQUET OF THE SPANISH WAR VETERANS, DETROIT, MICH., SEPTEMBER 22, 1902

Mr. Mayor, and you, my Comrades, and all of you, my Fellow-Americans, Men and Women of Detroit:

While the war with Spain was easy enough, the tasks left behind, though glorious, have been hard. You, the men of the Spanish War, and your comrades in arms who fought in Cuba and Porto Rico and in the Philippines, won renown for the country, added to its moral grandeur and to its material prosperity; but you also left duties to be done by those who came after you. In Porto Rico the duty has been merely administrative, and it has been so well done that very little need be said about it.

I speak in the presence not only of the men who fought in the Spanish War and in the Philippine

War, which was its aftermath, but in the presence of those who fought in the great Civil War; and more than that, I speak here in a typical city of the old Northwest, what is now the Middle West, in a typical State of our Union. You men of Michigan have been mighty in war and mighty in peace. You belong to a country mighty in war and mighty in peace—a country of a great past, whose great present is but an earnest of an even greater future. The world has never seen more marvelous prosperity than that which we now enjoy, and this prosperity is not ephemeral. We shall have our ups and downs. The waves at times will recede, but the tide will go steadily higher. This country has never yet been called upon to meet a crisis in war or a crisis in peace to which it did not eventually prove equal. I preach the gospel of hope to you men of the West who in thought and life embody this gospel of hope, this gospel of resolute and confident belief in your own powers and in the destiny of this mighty Republic. I believe in the future—not in a spirit which will sit down and look for the future to work itself out—but with a determination to do its part in making the future what it can and shall be made. We are optimists. We spurn the teachings of despair and distrust. We have an abiding faith in the growing strength, the growing future of the mighty young nation, still in the flush of its youth, and yet with the might of a giant, which stands on a continent and grasps an ocean with either hand.

Succeed? Of course we shall succeed! How can success fail to come to a race of masterful energy and resoluteness, which has a continent for the base of its domain, and which feels within its veins the thrill that comes to generous souls when their strength stirs in them, and they know that the future is theirs? No great destiny ever yet came to a people walking with their eyes on the ground and their faces shrouded in gloom. No great destiny ever yet came to a people who feared the future, who feared failure more than they hoped for success. With such as these we have no part. We know there are dangers ahead, as we know there are evils to fight and overcome, but we feel to the full the pulse of the prosperity which we enjoy. Stout of heart, we see across the dangers the great future that lies beyond, and we rejoice as a giant refreshed, as a strong man girt for the race; and we go down into the arena where the nations strive for mastery, our hearts lifted with the faith that to us and to our children and our children's children it shall be given to make this Republic the mightiest among the peoples of mankind.

AT LOGANSPORT, IND., SEPTEMBER 23, 1902

Fellow-Citizens:

I am going to ask you to take what I say at its exact face value, as I like whatever I say to be taken. It is suggested by coming to this great Western State and speaking to one of its thriving

cities. We believe that the American business man is of a peculiar type; and probably the qualities of energy, daring, and resourcefulness which have given him his prominence in the international industrial world find their highest development here in the West. It is the merest truism to say that in the modern world industrialism is the great factor in the growth of nations. Material prosperity is the foundation upon which every mighty national structure must be built. Of course there must be more than this. There must be a high moral purpose, a life of the spirit which finds its expression in many different ways; but unless material prosperity exists also there is scant room in which to develop the higher life. The productive activity of our vast army of workers, of those who work with head or hands, is the prime cause of the giant growth of this nation. We have great natural resources, but such resources are never more than opportunities, and they count for nothing if the men in possession have not the power to take advantage of them. You have built up in the West these cities of the Mississippi Valley and the Great Lakes; as all the region round about them has been built up—that is, because you had the qualities of heart and brain, the qualities of moral and physical fibre, which enabled you to use to the utmost advantage whatever you found ready to your hands. You win, not by shirking difficulties, but by facing and overcoming them.

In such development laws play a certain part, but individual characteristics a still greater part. A

great and successful commonwealth like ours in the long run works under good laws, because a people endowed with honest and practical common-sense ultimately demands good laws. But no law can create industrial well-being, although it may foster and safe-guard it, and although a bad law may destroy it. The prime factor in securing industrial well-being is the high average of citizenship found in the community. The best laws that the wit of man can devise would not make a community of thriftless and idle men prosperous. No scheme of legislation or of social reform will ever work good to the community unless it recognizes as fundamental the fact that each man's own individual qualities must be the prime factors in his success. Work in combination may help and the State can do a good deal in its own sphere, but in the long run each man must rise or fall on his own merits: each man must owe his success in life to whatever of hardihood, of resolution, of common-sense and of capacity for lofty endeavor he has within his own soul. It is a good thing to act in combination for the common good, but it is a very unhealthy thing to let ourselves think for one moment that anything can ever supply the want of our own individual watchfulness and exertion.

Yet given this high average of individual ability and invention, we must ever keep in mind that it may be nullified by bad legislation, and that it can be given a chance to develop under the most favorable conditions by good legislation. Probably the

most important aid which can be contributed by the National Government to the material well-being of the country is to ensure its financial stability. An honest currency is the strongest symbol and expression of honest business life. The business world must exist largely on credit, and to credit confidence is essential. Any tampering with the currency, no matter with what purpose, if fraught with the suspicion of dishonesty, in result is fatal in its effects on business prosperity. Very ignorant and primitive communities are continually obliged to learn the elementary truth that the repudiation of debts is in the end ruinous to the debtors as a class; and when communities have moved somewhat higher in the scale of civilization they also learn that anything in the nature of a debased currency works similar damage. A financial system of assured honesty is the first essential.

Another essential for any community is perseverance in the economic policy which for a course of years is found best fitted to its peculiar needs. The question of combining such fixedness of economic policy as regards the tariff, while at the same time allowing for a necessary and proper readjustment of duties in particular schedules, as such readjustment becomes a matter of pressing importance, is not an easy one. It is perhaps too much to expect that from the discussion of such a question it would be possible wholly to eliminate political partisanship. Yet those who believe, as we all must when we think seriously of the subject, that the

proper aim of the party system is after all simply to subserve the public good, can not but hope that where such partisanship on a matter of this kind conflicts with the public good it shall at least be minimized. It is all right and inevitable that we should divide on party lines, but woe to us if we are not Americans first, and party men second. What we really need in this country is to treat the tariff as a business proposition from the standpoint of the interests of the country as a whole, and not from the standpoint of the temporary needs of any political party. It surely ought not to be necessary to dwell upon the extreme unwisdom, from a business standpoint, from the standpoint of national prosperity, of violent and radical changes amounting to the direct upsetting of tariff policies at intervals of every few years. A nation like ours can adjust its business after a fashion to any kind of tariff. But neither our nation nor any other can stand the ruinous policy of readjusting its business to radical changes in the tariff at short intervals. This is more true now than ever it was before, for owing to the immense extent and variety of our products, the tariff schedules of to-day carry rates of duty on more than four thousand articles. Continual sweeping changes in such a tariff, touching so intimately the commercial interests of the nation which stands as one of the two or three greatest in the whole industrial world, can not but be disastrous. Yet on the other hand where the industrial needs of the nation shift as rapidly as they do with us, it is a

matter of prime importance that we should be able to readjust our economic policy as rapidly as possible and with as little friction as possible to these needs.

We need a scheme which will enable us to provide a reapplication of the principle to the changed conditions. The problem therefore is to devise some method by which these shifting needs can be recognized and the necessary readjustments of duties provided without forcing the entire business community, and therefore the entire nation, to submit to a violent surgical operation, the mere threat of which, and still more the accomplished fact of which, would probably paralyze for a considerable time all the industries of the country. Such radical action might very readily reproduce the conditions from which we suffered nine years ago, in 1893. It is on every account most earnestly to be hoped that this problem can be solved in some manner into which partisanship shall enter as a purely secondary consideration, if at all; that is, in some manner which shall provide for an earnest effort by non-partisan inquiry and action to secure any changes the need of which is indicated by the effect found to proceed from a given rate of duty on a given article; its effect, if any, as regards the creation of a substantial monopoly; its effect upon domestic prices, upon the revenue of the government, upon importations from abroad, upon home productions, and upon consumption. In other words, we need to devise some machinery by which, while persevering in the policy

of a protective tariff, in which I think the nation as a whole has now generally acquiesced, we would be able to correct the irregularities and remove the incongruities produced by changing conditions, without destroying the whole structure. Such machinery would permit us to continue our definitely settled tariff policy, while providing for the changes in duties upon particular schedules which must inevitably and necessarily take place from time to time as matters of legislative and administrative detail. This would secure the needed stability of economic policy which is a prime factor in our industrial success, while doing away with any tendency to fossilization. It would recognize the fact that, as our needs shift, it may be found advisable to alter rates and schedules, adapting them to the changed conditions and necessities of the whole people; and this would be in no wise incompatible with preserving the principle of protection, for belief in the wisdom of a protective tariff is in no way inconsistent with frankly admitting the desirability of changing a set of schedules, when from any cause such change is in the interests of the nation as a whole—and our tariff policy is designed to favor the interests of the nation as a whole and not those of any particular set of individuals save as an incident to this building up of national well-being. There are two or three different methods by which it will be possible to provide such readjustment without any shock to the business world. My personal preference would be for action which should be taken only after pre-

liminary inquiry by and upon the findings of a body of experts of such high character and ability that they could be trusted to deal with the subject purely from the standpoint of our business and industrial needs; but, of course, Congress would have to determine for itself the exact method to be followed. The Executive has at its command the means for gathering most of the necessary data, and can act whenever it is the desire of Congress that it should act. That the machinery for carrying out the policy above outlined can be provided I am very certain, if only our people will make up their minds that the health of the community will be subserved by treating the whole question primarily from the standpoint of the business interests of the entire country, rather than from the standpoint of the fancied interests of any group of politicians.

Of course in making any changes we should have to proceed in accordance with certain fixed and definite principles, and the most important of these is an avowed determination to protect the interests of the American producer, be he business man, wage-worker, or farmer. The one consideration which must never be omitted in a tariff change is the imperative need of preserving the American standard of living for the American workingman. The tariff rate must never fall below that which will protect the American workingman by allowing for the difference between the general labor cost here and abroad, so as at least to equalize the conditions arising from the difference in the

standard of labor here and abroad—a difference which it should be our aim to foster in so far as it represents the needs of better educated, better paid, better fed, and better clothed workingmen of a higher type than any to be found in a foreign country. At all hazards, and no matter what else is sought for or accomplished by changes of the tariff, the American workingman must be protected in his standard of wages, that is, in his standard of living, and must be secured the fullest opportunity of employment. Our laws should in no event afford advantage to foreign industries over American industries. They should in no event do less than equalize the difference in conditions at home and abroad. The general tariff policy to which, without regard to changes in detail, I believe this country to be irrevocably committed, is fundamentally based upon ample recognition of the difference in labor cost here and abroad; in other words, the recognition of the need for full development of the intelligence, the comfort, the high standard of civilized living and the inventive genius of the American workingman as compared to the workingman of any other country in the world.

AT THE BANQUET OF THE CHAMBER OF COMMERCE OF THE STATE OF NEW YORK, AT NEW YORK, NOVEMBER 11, 1902

Mr. President, Gentlemen, and you, the Guests, whom we welcome here this evening:

I do not wish to speak to you in the language of idle compliment, and yet it is but a bare statement of fact to say that nowhere in our country could there be gathered an audience which would stand as more typically characteristic than this of all those qualities and attributes which have given us of the United States our commanding position in the industrial world. There is no need of my preaching to this gathering the need of combining efficiency with upright dealing, for as an American and as a citizen of New York I am proud to feel that the name of your organization carries with it a guarantee of both; and your practice counts for more than any preaching could possibly count. New York is a city of national importance, because its position toward the Nation is unique, and the Chamber of Commerce of New York must of necessity be an element of weight in the commercial and industrial welfare of the entire people. New York is the great port of entry for our country—the port in which centres the bulk of the foreign commerce of the country—and her welfare is therefore no matter of mere local or municipal, but of national, concern. The conduct of the Government in dealing with all matters affecting the financial and commercial rela-

tions of New York must continually take into account this fact; and it must be taken into account in appreciating the importance of the part played by the New York Chamber of Commerce.

This body stands for the triumphs of peace both abroad and at home. We have passed that stage of national development when depreciation of other peoples is felt as a tribute to our own. We watch the growth and prosperity of other nations, not with hatred or jealousy, but with sincere and friendly good-will. I think I can say safely that we have shown by our attitude toward Cuba, by our attitude toward China, that as regards weaker powers our desire is that they may be able to stand alone, and that if they will only show themselves willing to deal honestly and fairly with the rest of mankind we on our side will do all we can to help, not to hinder, them. With the great powers of the world we desire no rivalry that is not honorable to both parties. We wish them well. We believe that the trend of the modern spirit is ever stronger toward peace, not war; toward friendship, not hostility, as the normal international attitude. We are glad indeed that we are on good terms with all the other peoples of mankind, and no effort on our part shall be spared to secure a continuance of these relations. And remember, gentlemen, that we shall be a potent factor for peace largely in proportion to the way in which we make it evident that our attitude is due, not to weakness, not to inability to defend ourselves, but to a genuine repugnance to wrongdoing, a genuine

desire for self-respecting friendship with our neighbors. The voice of the weakling or the craven counts for nothing when he clamors for peace; but the voice of the just man armed is potent. We need to keep in a condition of preparedness, especially as regards our navy, not because we want war, but because we desire to stand with those whose plea for peace is listened to with respectful attention.

Important though it is that we should have peace abroad, it is even more important that we should have peace at home. You, men of the Chamber of Commerce, to whose efforts we owe so much of our industrial well-being, can, and I believe surely will, be influential in helping toward that industrial peace which can obtain in society only when in their various relations employer and employed alike show not merely insistence each upon his own rights, but also regard for the rights of others, and a full acknowledgment of the interests of the third party—the public. It is no easy matter to work out a system or rule of conduct, whether with or without the help of the lawgiver, which shall minimize that jarring and clashing of interests in the industrial world which causes so much individual irritation and suffering at the present day, and which at times threatens baleful consequences to large portions of the body politic. But the importance of the problem can not be overestimated, and it deserves to receive the careful thought of all men such as those whom I am addressing to-night. There should be no yielding to wrong; but there should most certainly be not

only desire to do right but a willingness each to try to understand the viewpoint of his fellow, with whom, for weal or for woe, his own fortunes are indissolubly bound.

No patent remedy can be devised for the solution of these grave problems in the industrial world; but we may rest assured that they can be solved at all only if we bring to the solution certain old-time virtues, and if we strive to keep out of the solution some of the most familiar and most undesirable of the traits to which mankind has owed untold degradation and suffering throughout the ages. Arrogance, suspicion, brutal envy of the well-to-do, brutal indifference toward those who are not well-to-do, the hard refusal to consider the rights of others, the foolish refusal to consider the limits of beneficent action, the base appeal to the spirit of selfish greed, whether it take the form of plunder of the fortunate or of oppression of the unfortunate—from these and from all kindred vices this Nation must be kept free if it is to remain in its present position in the forefront of the peoples of mankind. On the other hand, good will come, even out of the present evils, if we face them armed with the old homely virtues; if we show that we are fearless of soul, cool of head, and kindly of heart; if, without betraying the weakness that cringes before wrongdoing, we yet show by deeds and words our knowledge that in such a government as ours each of us must be in very truth his brother's keeper.

At a time when the growing complexity of our

social and industrial life has rendered inevitable the intrusion of the State into spheres of work wherein it formerly took no part, and when there is also a growing tendency to demand the illegitimate and unwise transfer to the government of much of the work that should be done by private persons, singly or associated together, it is a pleasure to address a body whose members possess to an eminent degree the traditional American self-reliance of spirit which makes them scorn to ask from the government, whether of State or of Nation, anything but a fair field and no favor; who confide not in being helped by others, but in their own skill, energy, and business capacity to achieve success. The first requisite of a good citizen in this Republic of ours is that he shall be able and willing to pull his weight—that he shall not be a mere passenger, but shall do his share in the work that each generation of us finds ready to hand; and, furthermore, that in doing his work he shall show not only the capacity for sturdy self-help but also self-respecting regard for the rights of others.

The Chamber of Commerce, it is no idle boast to say, stands in a preëminent degree for those qualities which make the successful merchant, the successful business man, whose success is won in ways honorable to himself and beneficial to his fellows. There are very different kinds of success. There is the success that brings with it the seared soul—the success which is achieved by wolfish greed and vulpine cunning—

the success which makes honest men uneasy or indignant in its presence. Then there is the other kind of success—the success which comes as the reward of keen insight, of sagacity, of resolution, of address, combined with unflinching rectitude of behavior, public and private. The first kind of success may, in a sense—and a poor sense at that—benefit the individual, but it is always and necessarily a curse to the community; whereas the man who wins the second kind, as an incident of its winning becomes a beneficiary to the whole commonwealth. Throughout its history the Chamber of Commerce has stood for this second and higher kind of success. It is therefore fitting that I should come on here as the Chief Executive of the Nation to wish you well in your new home; for you belong not merely to the city, not merely to the State, but to all the country, and you stand high among the great factors in building up that marvelous prosperity which the entire country now enjoys. The continuance of this prosperity depends in no small measure upon your sanity and common-sense, upon the way in which you combine energy in action with conservative refusal to take part in the reckless gambling which is so often bred by, and which so inevitably puts an end to, prosperity. You are men of might in the world of American effort; you are men whose names stand high in the esteem of our people; you are spoken of in terms like those used in the long-gone ages when it was said of the Phœnician cities that their merchants were princes. Great is your power and great,

therefore, your responsibility. Well and faithfully have you met this responsibility in the past. We look forward with confident hope to what you will do in the future, and it is therefore with sincerity that I bid you Godspeed this evening and wish for you, in the name of the Nation, a career of ever-increasing honor and usefulness.

AT THE BANQUET TENDERED GENERAL LUKE E. WRIGHT, AT MEMPHIS, TENN., NOVEMBER 19, 1902

Mr. Toastmaster, General Wright, and you, my friends, whose greeting to-night I shall ever remember:

It is a real and great pleasure to come to this typical city of the southern Mississippi Valley in order to greet a typical American, a citizen of Tennessee, who deserves honor not only from his State, but from the entire country—General Luke E. Wright. We have a right to expect a high standard of manhood from Tennessee. It was one of the first two States created west of the Alleghany Mountains, and it was in this State that the first self-governing community of American freemen was established upon waters flowing into the Gulf. The pioneers of Tennessee were among the earliest in that great westward march which thrust the nation's border across the continent to the Pacific, and it is eminently fitting that a son of Tennessee should now play so prominent a part in the further movement

of expansion beyond the Pacific. There have been Presidents of the United States for but one hundred and thirteen years, and during sixteen of those years Tennesseeans sat in the White House. Hardihood, and daring, and iron resolution are of right to be expected among the sons of a State which nurtured Andrew Jackson and Sam Houston; which sent into the American Navy one of the most famous fighting admirals of all time, Farragut.

There is another reason why our country should be glad that it was General Wright who rendered this service. General Wright fought with distinguished gallantry among the gallant men who served in the armies of the Confederacy during the Civil War. We need no proof of the completeness of our reunion as a people. When the war with Spain came the sons of the men who wore the blue and the sons of the men who wore the gray vied with one another in the effort to get into the ranks and face a foreign foe under the old flag that had been carried in triumph under Winfield Scott and Zachary Taylor and Andrew Jackson. It was my own good fortune to serve under that fearless fighter, old Joe Wheeler, a memory of which I shall always be proud. But if we needed any proof of the unity of our interests it would have been afforded this very year by General Wright, the ex-Confederate, in his administration as Acting Governor of the Philippine Islands. Upon him during the months of summer rested a heavier burden of responsibility than upon any other public servant at that particular

time; and not the least of his titles to our regard is the way in which he was able to work on terms of cordial good-will with the head of the army, himself a man who had honored the blue uniform as Wright had honored the gray.

General Wright's work has been as difficult as it was important. The events of the last four years have definitely decided that whether we wish to or not we must hereafter play a great part in the world. We can not escape facing the duties. We may shirk them if we are built of poor stuff, or we may take hold and do them if we are fit sons of our sires—but face them we must, whether we will or not. Our duty in the Philippine Islands has simply been one of the duties that thus have come upon us. We are there, and we can no more haul down our flag and abandon the islands than we could now abandon Alaska. Whether we are glad or sorry that events forced us to go there is aside from the question; the point is that, as the inevitable result of the war with Spain, we found ourselves in the Philippines and that we could not leave the islands without discredit. The islanders were wholly unfit to govern themselves, and if we had left there would have been a brief period of bloody chaos, and then some other nation would have stepped in to do the work which we had shirked. It can not be too often repeated that there was no question that the work had to be done. All the question was, whether we would do it well or ill; and, thanks to the choice of men like Governor Wright, it has been

done well. The first and absolutely indispensable requisite was order—peace. The reign of lawless violence, of resistance to legitimate authority, the reign of anarchy, could no more be tolerated abroad than it could be tolerated here in our own land.

The American flag stands for orderly liberty, and it stands for it abroad as it stands for it at home. The task of our soldiers was to restore and maintain order in the islands. The army had the task to do, and it did it well and thoroughly. The fullest and heartiest praise belongs to our soldiers who in the Philippines brought to a triumphant conclusion a war, small indeed compared to the gigantic struggle in which the older men whom I am addressing took part in the early sixties, but inconceivably harassing and difficult, because it was waged amid the pathless jungles of great tropic islands and against a foe very elusive, very treacherous, and often inconceivably cruel both toward our men and toward the great numbers of peace-loving Filipinos who gladly welcomed our advent. The soldiers included both regulars and volunteers, men from the North, the South, the East, and the West, men from Pennsylvania and from Tennessee, no less than men from the Rocky Mountains and the Pacific Slope—and to all alike we give honor, for they acted as American soldiers should. Cruelties were committed here and there. The fact that they were committed under wellnigh intolerable provocation affords no excuse for such cruelties, nor can we admit as justification that they were retaliatory in kind. Every effort has

been made to detect and punish the wrongdoers and the wrongdoing itself has been completely stopped. But these misdeeds were exceptional, and their occurrence in no wise alters the fact that the American army in the Philippines showed as a whole not only splendid soldierly qualities but a high order of humanity in dealing with their foes. A hundred thousand of our troops went to the Philippines. Among them were some who offended against the right. Well, are we altogether immaculate at home? I think not. I ask for no special consideration to be shown our friends and kinsmen, our sons and brothers, who during three years so well upheld the national honor in the Philippines. I ask merely that we do the same equal justice to the soldier who went abroad and faced death and lived hard as we show to his fellow who stayed at home and lived easily and in comfort; and if we show that equal justice we will doff our hats to the man who has put the whole country under obligations by the victory he helped to win in the Philippines.

But the soldier's work as a soldier was not the larger part of what he did. When once the outbreak was over in any place, then began the work of establishing civil administration. Here, too, the soldier did his part, for the work of preparing for the civil authority was often done by the officers and men of the regular army, and well done, too. Then the real work of building up a system of self-government for the people who had become our wards was begun, under the auspices of the Philippine

Commission, Judge Taft being made Governor, and I having had the honor myself to appoint General Wright as Vice-Governor. During the critical period when the insurrection was ending and the time was one of transition between a state of war and a state of peace, at the time that I issued a proclamation declaring that the state of war was over and that the civil government was now in complete command, General Wright served as Governor of the archipelago. The progress of the islands both in material well-being and as regards order and justice under the administration of Governor Wright and his colleagues has been astounding.

There is no question as to our not having gone far enough and fast enough in granting self-government to the Filipinos: the only possible danger has been lest we should go faster and further than was in the interest of the Filipinos themselves. Each Filipino at the present day is guaranteed his life, his liberty, and the chance to pursue happiness as he wishes, so long as he does not harm his fellows, in a way which the islands have never known before during all their recorded history. There are bands of ladrones, of brigands, still in existence. Now and then they may show sporadic increase. This will be due occasionally to disaffection with some of the things that our government does which are best—for example, the effort to quarantine against the plague and to enforce necessary sanitary precautions, gently and tactfully though it was made, produced violent hostility among some of the more ignorant

natives. Again, a disease like the cattle plague may cause in some given province such want that a part of the inhabitants revert to their ancient habit of brigandage. But the islands have never been as orderly, as peaceful, or as prosperous as now; and in no other Oriental country, whether ruled by Asiatics or Europeans, is there anything approaching to the amount of individual liberty and of self-government which our rule has brought to the Filipinos. The Nation owes a great debt to the people through whom this splendid work for civilization has been achieved, and therefore on behalf of the Nation I have come here to-night to thank in your presence your fellow-townsman, because he has helped us materially to add a new page to the honor roll of American history. General Wright, I greet you, I thank you, and I wish you well.

AT THE RECEPTION TO GENERAL WRIGHT AT MEMPHIS, TENN., NOVEMBER 19, 1902

Mr. Chairman, and you, my Fellow-Americans:

I am glad indeed to have the honor of coming to-day to your beautiful city in your beautiful State to greet, on behalf of the whole country, a Tennesseean who has rendered high and honorable service to the whole country—a Tennesseean of whom it can be said, as it has been said of the Greek hero:

> "Much has he seen and known, cities of men,
> And manners, climates, councils, governments,
> Himself not least, but honored of them all;
> Has drunk delight of battle with his peers,
> Far on the ringing plains of windy Troy."

We are one people absolutely. The memories of the Civil War are now heritages of honor alike for those whose fathers wore the blue and for those whose fathers wore the gray. There is one curious and not inappropriate coincidence to-day—my mother's brother served under Mrs. Wright's father in the Confederate Navy. I am proud of his valor; and I can say this freely, for if I had been old enough I would myself have surely worn the blue uniform.

I come here to-day to greet General Wright because it has been given to him to render a peculiar service to the whole country. A man can render service of the very highest character at home, but owing to the very nature of our system of government, he must, in his election at least, represent particularly a given party. I say in his election at least, for after election, if he is worth anything, he must be a representative of the whole country. But there are certain branches of the public service in which if we are wise and far-seeing we will never allow partisan politics to enter. There must be no partisan politics in the army or the navy of the United States. All that concerns us to know about any general or admiral, about a mighty captain by sea or by land, is whether he is a thoroughly fit commander of men and loyal to the country as a whole. In the same way if we are wise, if we care for our reputation abroad, if we are sensitive of our honor at home, we will allow no question of partisan politics ever to enter into the administration of the great islands

which came under our flag as a result of the war with Spain.

Hence I say that General Wright, like Governor Taft and his associates, has rendered a peculiar service to every man jealous of the honor of the American name in what he has done in administering the Philippine Islands. For fourteen months it has been part of my business to see how the work there was done. I am not speaking exaggeratedly, I am speaking literally, telling the naked truth, when I say that never during that time has a question of party politics entered into even the smallest action of those in control of the Philippine Islands.

My fellow-Americans, we can not afford to have the honor of the Nation in any way smirched in connection with our dependencies. We can not afford to have it smirched anywhere; but if we wrong ourselves here at home we are to blame and we pay the penalty, while if we allow wrong in connection with the islands not only the islands suffer, but an indelible stigma of shame comes to the American name. I am earnestly desirous that the administration of the Philippine Islands shall be put and kept upon such a plane of patriotic efficiency that no change will be made in it owing to any change of party here at home. Party feeling should of course stop at the water-line. The inestimable service rendered by Governor Wright in the Philippine Islands has been because he has so conducted the government of those islands as to make it not only of signal benefit to them, but of signal honor to every citizen of

our country; that he has so handled the administration of affairs as to make us feel a justifiable confidence that hereafter the storms of party politics in the United States shall never touch the government of the Philippine Islands, and that whatever changes of administration there are here in the Union, there shall not be a ripple of change in the course of conduct in the Philippines marked out by Governor Wright and his associates. The man of whom that can be truthfully said is a man entitled to honor from his fellow-countrymen; and of Governor Wright it can be truthfully said.

AT THE FOUNDERS' DAY BANQUET OF THE UNION LEAGUE, PHILADELPHIA, PA., NOVEMBER 22, 1902

Mr. President, Gentlemen of the Union League:

Forty years ago this club was founded, in the dark days of the Civil War, to uphold the hands of Abraham Lincoln and give aid to those who battled for the Union and for human liberty. Two years ago President McKinley came here as your guest to thank you, and through you all those far-sighted and loyal men who had supported him in his successful effort to keep untarnished the national good faith at home and the national honor abroad, and to bring back to this country the material well-being which we now so abundantly enjoy. It was no accident which made the men of this club who stood as in a peculiar sense the champions and up-

holders of the principles of Lincoln in the early sixties stand no less stoutly for those typified in the person of McKinley during the closing years of the century. The qualities apt to make men respond to the call of duty in one crisis are also apt to make them respond to a similar call in a crisis of a different character. The traits which enabled our people to pass unscathed through the fiery ordeal of the Civil War were the traits upon which we had to rely in the less serious, but yet serious, dangers by which we were menaced in 1896, 1898, and 1900.

From the very beginning our people have markedly combined practical capacity for affairs with power of devotion to an ideal. The lack of either quality would have rendered the possession of the other of small value. Mere ability to achieve success in things concerning the body would not have atoned for the failure to live the life of high endeavor; and, on the other hand, without a foundation of those qualities which bring material prosperity there would be nothing on which the higher life could be built. The men of the Revolution would have failed if they had not possessed alike devotion to liberty and ability (once liberty had been achieved) to show common-sense and self-restraint in its use. The men of the great Civil War would have failed had they not possessed the business capacity which developed and organized their resources in addition to the stern resolution to expend these resources as freely as they expended their blood in furtherance of the great cause for which their hearts

leaped. It is this combination of qualities that has made our people succeed. Other peoples have been as devoted to liberty, and yet, because of lack of hard-headed common-sense and of ability to show restraint and subordinate individual passions for the general good, have failed so signally in the struggle of life as to become a byword among the nations. Yet other peoples, again, have possessed all possible thrift and business capacity, but have been trampled under foot, or have played a sordid and ignoble part in the world, because their business capacity was unaccompanied by any of the lift toward nobler things which marks a great and generous nation. The stern but just rule of judgment for humanity is that each nation shall be known by its fruits; and if there are no fruits, if the nation has failed, it matters but little whether it has failed through meanness of soul or through lack of robustness of character. We must judge a nation by the net result of its life and activity. And so we must judge the policies of those who at any time control the destinies of a nation.

Therefore I ask you to-night to look at the results of the policies championed by President McKinley on both the occasions when he appealed to the people for their suffrages, and to see how well that appeal has been justified by the event. Most certainly I do not claim all the good that has befallen us during the past six years as due solely to any human policy. No legislation, however wise, no Administration, however efficient, can secure pros-

perity to a people or greatness to a nation. All that can be done by the law-maker and the administrator is to give the best chance possible for the people of the country themselves to show the stuff that is in them. President McKinley was elected in 1896 on the specific pledge that he would keep the financial honor of the Nation untarnished and would put our economic system on a stable basis, so that our people might be given a chance to secure the return of prosperity. Both pledges have been so well kept that, as is but too often the case, men are beginning to forget how much the keeping of them has meant. When people have become very prosperous they tend to become sluggishly indifferent to the continuation of the policies that brought about their prosperity. At such times as these it is of course a mere law of nature that some men prosper more than others, and too often those who prosper less, in their jealousy of their more fortunate brethren, forget that all have prospered somewhat. I ask you soberly to remember that the complaint made at the present day of our industrial or economic conditions never takes the form of stating that any of our people are less well off than they were seven or eight years back, before President McKinley came in and his policies had a chance to be applied; but that the complaint is that some people have received more than their share of the good things of the world. There was no such complaint eight years ago, in the summer of 1894. Complaint was not then that any one had

prospered too much; it was that no one had prospered enough. Let each one of us think of the affairs of his own household and his own business, let each of us compare his standing now with his standing eight years back, and then let him answer for himself whether it is not true that the policies for which William McKinley stood in 1896 have justified themselves thrice over by the results they have brought about.

In 1900 the issues were in part the same, but new ones had been added. Prosperity had returned; the gold standard was assured; our tariff was remodeled on the lines that have marked it at all periods when our well-being was greatest. But as must often happen, the President elected on certain issues was obliged to face others entirely unforeseen. Rarely indeed have our greatest men made issues—they have shown their greatness by meeting them as they arose. President McKinley faced the problems of the Spanish War and those that followed it exactly as he had faced the problems of our economic and financial needs. As a sequel to the war with Spain we found ourselves in possession of the Philippines under circumstances which rendered it necessary to subdue a formidable insurrection which made it impossible for us with honor or with regard to the welfare of the island to withdraw therefrom. The occasion was seized by the opponents of the President for trying to raise a new issue, on which they hoped they might be more successful than on the old. The clamor raised against him was joined in not

only by many honest men who were led astray by a mistaken view or imperfect knowledge of the facts, but by all who feared effort, who shrank from the rough work of endeavor. The campaign of 1900 had to be fought largely upon the new issue thus raised. President McKinley met it squarely. Two years and eight months ago, before his second nomination, he spoke as follows:

"We believe that the century of free government which the American people have enjoyed has not rendered them irresolute and faithless, but has fitted them for the great task of lifting up and assisting to better conditions and larger liberty those distant peoples who through the issue of battle have become our wards. Let us fear not. There is no occasion for faint hearts, no excuse for regrets. Nations do not grow in strength, the cause of liberty and law is not advanced by the doing of easy things. The harder the task the greater will be the result, the benefit, and the honor. To doubt our power to accomplish it is to lose faith in the soundness and strength of our popular institutions. . . . We have the new care and can not shift it. And, breaking up the camp of ease and isolation, let us bravely and hopefully and soberly continue the march of faithful service, and falter not until the work is done. . . . The burden is our opportunity. The opportunity is greater than the burden."

There spoke the man who preached the gospel of hope as well as the gospel of duty, and on the issue thus fairly drawn between those who said we would

do our new work well and triumphantly and those who said we would fail lamentably in the effort, the contest was joined. We won. And now I ask you, two years after the victory, to look across the seas and judge for yourselves whether or not the promise has been kept. The prophets of disaster have seen their predictions so completely falsified by the event that it is actually difficult to arouse even a passing interest in their failure. To answer them now, to review their attack on our army, is of merely academic interest. They played their brief part of obstruction and clamor; they said their say; and the current of our life went over them and they sank under it as did their predecessors who, thirty-six years before, had declared that another and greater war was a failure, that another and greater struggle for true liberty was only a contest for subjugation in which the United States could never succeed. The insurrection among the Filipinos has been absolutely quelled. The war has been brought to an end sooner than even the most sanguine of us dared to hope. The world has not in recent years seen any military task done with more soldierly energy and ability; and done, moreover, in a spirit of great humanity. The strain on the army was terrible, for the conditions of climate and soil made their work harassing to an extraordinary degree, and the foes in the field were treacherous and cruel, not merely toward our men, but toward the great multitude of peaceful islanders who welcomed our rule. Under the strain of wellnigh intolerable provocation there were

shameful instances, as must happen in all wars, where the soldiers forgot themselves, and retaliated evil for evil. There were one hundred thousand of our men in the Philippines, a hundred thousand hired for a small sum a month apiece, put there under conditions that strained their nerves to the breaking point, and some of the hundred thousand did what they ought not to have done. But out of a hundred thousand men at home, have all been faultless? Every effort has been made to detect such cases, to punish the offenders, and to prevent any recurrence of the deed. It is a cruel injustice to the gallant men who fought so well in the Philippines not to recognize that these instances were exceptional, and that the American troops who served in the far-off tropic islands deserve praise the same in kind that has always been given to those who have well and valiantly fought for the honor of our common flag and common country. The work of civil administration has kept pace with the work of military administration, and when on July 4 last amnesty and peace were declared throughout the islands the civil government assumed the complete control. Peace and order now prevail and a greater measure of prosperity and of happiness than the Filipinos have ever hitherto known in all their dark and checkered history; and each one of them has a greater measure of liberty, a greater chance of happiness, and greater safety for his life and property than he or his forefathers have ever before known.

Thus we have met each task that has confronted

us during the past six years. Thus we have kept every promise made in 1896 and 1900. We have a right to be proud of the memories of the last six years. But we must remember that each victory only opens the chance for a new struggle; that the remembrance of triumphs achieved in the past is of use chiefly if it spurs us to fresh effort in the present. No nation has ever prospered as we are prospering now, and we must see to it that by our own folly we do not mar this prosperity. Yet we must see to it also that wherever wrong flourishes it be repressed. It is not the habit of our people to shirk issues, but squarely to face them. It is not the habit of our people to treat a good record in the past as anything but a reason for expecting an even better record in the present; and no Administration, gentlemen, should ask to be judged save on those lines. The tremendous growth of our industrialism has brought to the front many problems with which we must deal; and I trust that we shall deal with them along the lines indicated in speech and in action by that profound jurist and upright and fearless public servant who represents Pennsylvania in the Cabinet—Attorney-General Knox. The question of the so-called trusts is but one of the questions we must meet in connection with our industrial system. There are many of them and they are serious; but they can and will be met. Time may be needed for making the solution perfect; but it is idle to tell this people that we have not the power to solve such a problem as that of exercising adequate super-

vision over the great industrial combinations of to-day. We have the power and we shall find out the way. We shall not act hastily or recklessly; but we have firmly made up our minds that a solution, and a right solution, shall be found, and found it will be.

No nation as great as ours can expect to escape the penalty of greatness, for greatness does not come without trouble and labor. There are problems ahead of us at home and problems abroad, because such problems are incident to the working out of a great national career. We do not shrink from them. Scant is our patience with those who preach the gospel of craven weakness. No nation under the sun ever yet played a part worth playing if it feared its fate overmuch—if it did not have the courage to be great. We of America, we, the sons of a nation yet in the pride of its lusty youth, spurn the teachings of distrust, spurn the creed of failure and despair. We know that the future is ours if we have in us the manhood to grasp it, and we enter the new century girding our loins for the contest before us, rejoicing in the struggle, and resolute so to bear ourselves that the Nation's future shall even surpass her glorious past.

AT THE BANQUET TO JUSTICE HARLAN, THE NEW WILLARD HOTEL, WASHINGTON, D. C., DECEMBER 9, 1902

Mr. Chairman and Gentlemen:

It is a peculiar privilege to be here to-night as one of those gathered to do homage to a career which has honored America. It is difficult to say certain of the truths which must need be said without being guilty of truisms in saying them. It is not an idle boast of this country when we speak of the court upon which Mr. Justice Harlan sits as the most illustrious and important court in all the civilized world. It is not merely our own people who say that—it is the verdict of other nations as well.

Mr. Justice Harlan has served for a quarter of a century on that court. During that time he has exercised an influence over the judicial statesmanship of the country of a kind such as is possible only under our own form of government. For the judges of the Supreme Court of the land must be not only great jurists, but they must be great constructive statesmen. And the truth of what I say is illustrated by every study of American statesmanship, for in not one serious study of American political life will it be possible to omit the immense part played by the Supreme Court in the creation, not merely the modification, of the great policies through and by means of which the country has moved on to its present position.

Thrice fortunate is the court when it has as one of its members a man who has played a great part in other spheres of our composite national life. Mr. Justice Harlan came from Kentucky, a State in which the patriotism of the people was put to so peculiarly a severe test in the Civil War. In the States of the further North it was easy for the man to make up his mind on which side he would unsheathe his sword. In the States of the further South it was equally easy. In Kentucky the task was a difficult one. I remember, Mr. Justice, being told by a Kentuckian, who was a stanch friend of yours and one of the greatest lawyers and most patriotic citizens whom this country had—John Mason Brown—that he came back from a trip from the West as a young man of twenty-one, just at the time of the outbreak of the Civil War, just after Sumter had been fired upon, and his mother brought down to him the sword that his father had carried in the Mexican War, and said to him:

"My son, this is the sword your father carried. I hope you will draw it on the side that defends the flag for which your father fought, but, for one side or the other, draw it you must."

In any audience in any State of the Union, take it as far north as you wish, I can appeal with confidence to the people I address when I say that next to the homage we pay to the men who proved the truth of their endeavor as they battled in the blue uniform is the homage we pay to the men who, with equal sincerity, with equal devotion to the right as

it was given them to see the right, wore the gray. And none pay that tribute of regard so frankly as those who themselves wore the blue in battle.

And having said that, I am sure that none of my friends who fought in the Confederate service will misunderstand me or will grudge what I am about to say when I say that the greatest debt owed by this country to any set of men is owed by it to those men of the so-called border States—the men who in statesmanship followed Clay and the Crittendens and the Blairs; the men who as soldiers fought on the same side with Thomas and Farragut, the men who were for the Union, without regard to whether their immediate associates were for it or not. In New York, in Massachusetts, in Illinois, in Iowa, the men who stood for the Union went with the stream. In parts of Kentucky, of Virginia, of Missouri, they stemmed the torrent. And, gentlemen, I am half a Southerner myself. Two of my uncles fought in the Confederate Navy. One of them served under the father-in-law of Vice-Governor Luke Wright, of the Philippine Islands. And so I think I have the right to say that, knowing the Southern people as I do, I would heartily advocate fighting twice as hard as you fought from 1861 to 1865 for the privilege of staying in the same Union with them.

The man to be a great statesman on the bench of the Supreme Court must have many qualities, and fortunate are we that this evening we can point to Justice Harlan as embodying them. A good citi-

zen must be a good citizen in peace and in war. He must have the decent and orderly virtues, and he must have the essential manliness for the lack of which no good intention can atone. It will be a bad thing for the nation if ever we grow as a nation to submit to the suppression of efficiency and morality, if we ever grow to accept the belief that we are to have two camps, in one of which will be grouped the men who mean well, but who don't do things, and in the other the men who do things, but who do not mean well.

The art of successful self-government is not an easy art for people or for individuals. It comes to our people here as the inheritance of ages of effort. It can be thrown away; it can be unlearned very easily, and it surely will be unlearned if we forget the vital need not merely of preaching, but of practicing both sets of virtues—if we forget the vital need of having the average citizen not only a good man, but a man.

It is a fine thing to have on the Supreme Court a man who dared venture all for the great prize of death in battle when the country called for him, and a man who, after the war was closed, did not content himself with living an ignoble life on the plea that he had done so well it was not necessary to do more, but who continued to do his duty as a citizen all the better because he had done it as a soldier; the man who remembered that duty done, to be of practical use, must serve not as an excuse for not doing further duty, but as an incentive, as

a spur, to make him feel ashamed that his present or his future should fall short of his past.

So, Judge Harlan, I greet you personally, sir. I wish to express my own personal debt to you for your influence, for your example, but I wish far more, speaking as the representative of all our people, to express the infinite sense of obligation we have to you for having shown by your life what the type of fearless American citizenship should be.

RECEPTION OF A DELEGATION FROM THE NATIONAL BOARD OF TRADE, WASHINGTON, D. C., JANUARY 15, 1903

Mr. Randall, speaking for the delegation, said: Mr. President, we have come here merely to present ourselves and to make our annual call on the President of the United States. We thank you for meeting us.

The President responded: I shall not try to make you any speech. I wish simply to say what a very real pleasure it is to see you, and also to say this—that I am glad to see the meetings of the big business interests take place sometimes in Washington. Nothing can be better both for the business interests and for legislation than to have as close a touch as possible between the elective representatives here and the men whose welfare is so interwoven with what is done in the halls of Congress. It is a very great help to all of us to have you come here. I thank you for coming.

AT THE BANQUET OF THE YOUNG MEN'S CHRISTIAN ASSOCIATION, NEW WILLARD HOTEL, WASHINGTON, D. C., JAN. 19, 1903

Mr. Chairman, Gentlemen:

It is no accident that we should meet here to celebrate a record of fifty years—that period which covers the half century which has seen the gigantic industrial change of the world, which has seen the fruition of the forces that have brought about a revolution, socially and industrially, within the fifty years such as was hardly seen within any preceding five centuries. Life has been very intense, has been carried on at a very high pressure, during that half century; more intense, carried on at a higher pressure, than ever before. That means of course that all the forces have been raised to a higher degree of power—the forces of evil, and, thank heaven, also the forces of good. If it had not been for the work of such organizations as this, for such organized effort as that represented by you here to-night, the immense material progress of the world during the past half century would have been a progress that would have told for ill for the nations, not for good. We can say with truth that we are better off than we were. We can say that the creed of those who have faith is the right creed as justified in present history, because side by side with this great material development, and with an even stronger rate of growth than the forces of evil, have grown the forces of good. If it had not been for

the work done by those who founded this movement, and of course by all those who have taken part in similar movements, in all movements for good, in every movement for social betterment, for civic betterment, in every movement to make men decent and manly and strong—if it had not been for the work done by them, if they had sat supine and thought things would make themselves better, things would have become steadily worse. We see all around us people who say, "Oh, well, things will come out all right." So they will; but not because there are men who are content to *say* that they will come out all right; but because there is a sufficient number of earnest men with the root of righteousness in them who are bound to *do* what will make them come out right.

The remarkable concentration of our lives during the last half century has rendered it possible for anything that is evil to manifest itself more strongly than ever before, and therefore made it necessary for us to see that the good has a corresponding development. A hundred years ago there was no such need for the Young Men's Christian Associations, for the invaluable Young Women's Christian Associations. Life was simpler. The temptation would come surely to every man, but it would not come so frequently and in so intense a form. As the forces of evil manifested themselves in stronger and stronger form they had to be met, if they were to be successfully grappled with, by organized effort, by the effort of the many, which must always be

stronger than the effort of one; and the successful effort to combat the forces of evil had to take just such shape as has been given to the growth of the Young Men's Christian Associations. It had to take the shape of combining decency and efficiency. There are many things that are so true that it seems almost trite to speak of them, and yet it is continually necessary to speak of them. There have been philanthropic movements led and supported by most excellent people, which, nevertheless, have produced results altogether incommensurable with the efforts spent, because they failed to combine as this movement has combined a recognition of the needs of human nature with a resolute effort to make that human nature better.

I have been acquainted especially with three types of your work: the work in the army and navy, the work among railroad men, and the work among college students. These three classes are not going to be effectively reached as classes by any effort which fails to take account of the fact that they demand manliness as well as virtue; and you can make them straight only on condition that in making them straight you also keep in mind that it is necessary for them to be strong. Remember Wesley's remark when some one criticised him because his hymn tunes were so good. He answered that he was not going to leave all the good tunes to the devil. We want to be exceedingly careful that the impression shall not get about that good men intend to leave strength to those who serve the devil. I

was very much interested in what was said by Mr. Mott as to the meeting at Yale a few nights ago, where the captain of the football team and the captain of the crew of next season both were present. I think that is typical of the whole movement. I am certain that those who have had experience in the army and navy have seen that in the long run the man who is a decent man is apt to be the man who is the best soldier. The work among the railroad men always particularly appealed to me because the railroad men are those who follow that modern industry which more than any other modern industry makes demand upon its followers for the heroic virtues, for the willingness to take risks, the willingness to accept responsibilities, the readiness to adopt a standard of duty which will require at need the sacrifice of life; those who follow it must possess both the power to obey and the power to act on individual initiative—the power to take responsibility. You can make men like that accept morality if you can make them understand that it is not only compatible with but is demanded by essential manliness. The work of the Y. M. C. A. has grown so among college students, for instance, because (I think I am right in saying) it has tried, not to dwarf any of the impulses of the young, vigorous men but to guide them aright. It has sought not to make a man's development one-sided, not to prevent his being a man, but to see that he is in the fullest sense a man, and a good man. We greet to-night with peculiar pleasure the men who served in the great war.

Those men won in the day of trial because they and their fellows had in them, in the first place, the power of devotion to an ideal, and, in the next place, the strength to realize that power in effective fashion. If the men of '61 had not been driven forward by a spirit which made them anxious to lay down their lives if need should be rather than to see the flag of the Union torn in twain, if they had not had in them the lift toward loftier things which comes to those who value life as of small account compared to devotion to country and to the flag, if they had not in the truest and greatest and deepest sense of the word been patriotic, then no amount of fighting capacity would have saved them. I don't care how good natural soldiers or sailors they had been, if their ambitions had been personal, if they had been fundamentally disloyal, if each had been striving to build up himself and had viewed his fellows as rivals to be trampled down for his own advantage, then failure would have come upon them. If Grant and Sherman and Thomas and Farragut had not all felt that they were fighting for one end, that they were holding up the arms of mighty Lincoln as he toiled and wrought and suffered for the people, then their prowess would have availed naught, and this Nation would have gone down into bloody anarchy, would have crumbled into dust as so many republics had crumbled of old. They needed fervent devotion to country, devotion to the right, and power to fight.

In addition to the lofty ideal—in no way as a

substitute for it, but in addition to this power of devotion to an ideal—the man must have the fibre of heart, the fibre of body, to make his devotion take effective shape for the Nation's welfare. And nowadays we shall win out, in the fight for a loftier life —we shall make this twentieth century better and not worse than any century that has gone before it —in proportion as we approach the problems that face us as this society has approached those problems, with a firm resolution to neglect neither side of the development of our people, to strive to make the young men decent, God-fearing, law-abiding, honor-loving, justice-doing; and also fearless and strong, able to hold their own in the hurly-burly of the world's work, able to strive mightily that the forces of right may be in the end triumphant.

AT THE BANQUET AT CANTON, OHIO, JANUARY 27, 1903, IN HONOR OF THE BIRTHDAY OF THE LATE PRESIDENT McKINLEY

Mr. Toastmaster, Ladies, and Gentlemen:

Throughout our history, and indeed throughout history generally, it has been given to only a very few thrice-favored men to take so marked a lead in the crises faced by their several generations that thereafter each stands as the embodiment of the triumphant effort of his generation. President McKinley was one of these men.

If during the lifetime of a generation no crisis occurs sufficient to call out in marked manner the

energies of the strongest leader, then of course the world does not and can not know of the existence of such a leader; and in consequence there are long periods in the history of every nation during which no man appears who leaves an indelible mark in history. If, on the other hand, the crisis is one so many-sided as to call for the development and exercise of many distinct attributes, it may be that more than one man will appear in order that the requirements shall be fully met. In the Revolution and in the period of constructive statesmanship immediately following it, for our good fortune it befell us that the highest military and the highest civic attributes were embodied in Washington, and so in him we have one of the undying men of history—a great soldier, if possible an even greater statesman, and above all a public servant whose lofty and disinterested patriotism rendered his power and ability—alike on fought fields and in council chambers—of the most far-reaching service to the Republic. In the Civil War the two functions were divided, and Lincoln and Grant will stand for evermore with their names inscribed on the honor roll of those who have deserved well of mankind by saving to humanity a precious heritage. In similar fashion Thomas Jefferson and Andrew Jackson stand each as the foremost representative of the great movement of his generation, and their names symbolize to us their times and the hopes and aspirations of their times.

It was given to President McKinley to take the foremost place in our political life at a time when our country was brought face to face with problems more momentous than any whose solution we have ever attempted, save only in the Revolution and in the Civil War; and it was under his leadership that the Nation solved these mighty problems aright. Therefore he shall stand in the eyes of history not merely as the first man of his generation, but as among the greatest figures in our national life, coming second only to the men of the two great crises in which the Union was founded and preserved.

No man could carry through successfully such a task as President McKinley undertook, unless trained by long years of effort for its performance. Knowledge of his fellow-citizens, ability to understand them, keen sympathy with even their innermost feelings, and yet power to lead them, together with far-sighted sagacity and resolute belief both in the people and in their future—all these were needed in the man who headed the march of our people during the eventful years from 1896 to 1901. These were the qualities possessed by McKinley and developed by him throughout his whole history previous to assuming the Presidency. As a lad he had the inestimable privilege of serving, first in the ranks, and then as a commissioned officer, in the great war for national union, righteousness, and grandeur; he was one of those whom a kindly Providence permitted to take part in a struggle which ennobled

every man who fought therein. He who when little more than a boy had seen the grim steadfastness which after four years of giant struggle restored the Union and freed the slaves was not thereafter to be daunted by danger or frightened out of his belief in the great destiny of our people.

Some years after the war closed McKinley came to Congress, and rose, during a succession of terms, to leadership in his party in the lower House. He also became Governor of his native State, Ohio. During this varied service he received practical training of the kind most valuable to him when he became Chief Executive of the Nation. To the high faith of his early years was added the capacity to realize his ideals, to work with his fellow-men at the same time that he led them.

President McKinley's rise to greatness had in it nothing of the sudden, nothing of the unexpected or seemingly accidental. Throughout his long term of service in Congress there was a steady increase alike in his power of leadership and in the recognition of that power both by his associates in public life and by the public itself. Session after session his influence in the House grew greater; his party antagonists grew to look upon him with constantly increasing respect, his party friends with constantly increasing faith and admiration. Eight years before he was nominated for President he was already considered a Presidential possibility. Four years before he was nominated only his own high sense of honor prevented his being made a formida-

ble competitor of the chief upon whom the choice of the convention then actually fell. In 1896, he was chosen because the great mass of his party knew him and believed in him and regarded him as symbolizing their ideals, as representing their aspirations. In estimating the forces which brought about this nomination and election I do not undervalue that devoted personal friendship which he had the faculty to inspire in so marked a degree among the ablest and most influential leaders; this leadership was of immense consequence in bringing about the result; but, after all, the prime factor was the trust in and devotion to him felt by the great mass of men who had come to accept him as their recognized spokesman. In his nomination the national convention of a great party carried into effect in good faith the deliberate judgment of that party as to whom its candidate should be.

But even as a candidate President McKinley was far more than the candidate of a party, and as President he was in the broadest and fullest sense the President of all the people of all sections of the country.

His first nomination came to him because of the qualities he had shown in healthy and open political leadership, the leadership which by word and deed impresses itself as a virile force for good upon the people at large and which has nothing in common with mere intrigue or manipulation. But, in 1896, the issue was fairly joined, chiefly upon a question which as a party question was entirely new,

so that the old lines of political cleavage were, in large part, abandoned. All other issues sank in importance when compared with the vital need of keeping our financial system on the high and honorable plane imperatively demanded by our position as a great civilized power. As the champion of such a principle President McKinley received the support not only of his own party, but of hundreds of thousands of those to whom he had been politically opposed. He triumphed, and he made good with scrupulous fidelity the promises upon which the campaign was won. We were at the time in a period of great industrial depression, and it was promised for and on behalf of McKinley that if he were elected our financial system should not only be preserved unharmed but improved and our economic system shaped in accordance with those theories which have always marked our periods of greatest prosperity. The promises were kept and following their keeping came the prosperity which we now enjoy. All that was foretold concerning the well-being which would follow the election of McKinley has been justified by the event. But as so often happens in our history, the President was forced to face questions other than those at issue at the time of his election. Within a year the situation in Cuba had become literally intolerable. President McKinley had fought too well in his youth, he knew too well at first hand what war really was, lightly to enter into a struggle. He sought by every honorable means to preserve peace,

to avert war. He made every effort consistent with the national honor to bring about an amicable settlement of the Cuban difficulty. Then, when it became evident that these efforts were useless, that peace could not be honorably entertained, he devoted his strength to making the war as short and as decisive as possible. It is needless to tell the result in detail. Suffice it to say that rarely indeed in history has a contest so far-reaching in the importance of its outcome been achieved with such ease. There followed a harder task. As a result of the war we came into possession of Cuba, Porto Rico, and the Philippines. In each island the conditions were such that we had to face problems entirely new to our national experience, and, moreover, in each island or group of islands the problems differed radically from those presented in the others. In Porto Rico the task was simple. The island could not be independent. It became in all essentials a part of the Union. It has been given all the benefits of our economic and financial system. Its inhabitants have been given the highest individual liberty, while yet their government has been kept under the supervision of officials so well chosen that the island can be appealed to as affording a model for all such experiments in the future; and this result was mainly owing to the admirable choice of instruments by President McKinley when he selected the governing officials.

In Cuba, where we were pledged to give the island independence, the pledge was kept not merely

in letter but in spirit. It would have been a betrayal of our duty to have given Cuba independence out of hand. President McKinley, with his usual singular sagacity in the choice of agents, selected in General Leonard Wood the man of all others best fit to bring the island through its uncertain period of preparation for independence, and the result of his wisdom was shown when last May the island became in name and in fact a free Republic, for it started with a better equipment and under more favorable conditions than had ever previously been the case with any Spanish-American commonwealth.

Finally, in the Philippines, the problem was one of great complexity. There was an insurrectionary party claiming to represent the people of the islands and putting forth their claim with a certain speciousness which deceived no small number of excellent men here at home, and which afforded to yet others a chance to arouse a factious party spirit against the President. Of course, looking back, it is now easy to see that it would have been both absurd and wicked to abandon the Philippine Archipelago and let the scores of different tribes—Christian, Mohammedan, and pagan, in every stage of semi-civilization and Asiatic barbarism—turn the islands into a welter of bloody savagery, with the absolute certainty that some strong power would have to step in and take possession. But though now it is easy enough to see that our duty was to stay in the islands, to put down the insurrection by force of arms, and then to establish freedom-giving civil govern-

ment, it needed genuine statesmanship to see this and to act accordingly at the time of the first revolt. A weaker and less far-sighted man than President McKinley would have shrunk from a task very difficult in itself, and certain to furnish occasion for attack and misrepresentation no less than for honest misunderstanding. But President McKinley never flinched. He refused to consider the thought of abandoning our duty in our new possessions. While sedulously endeavoring to act with the utmost humanity toward the insurrectionists, he never faltered in the determination to put them down by force of arms, alike for the sake of our own interest and honor, and for the sake of the interest of the islanders, and particularly of the great numbers of friendly natives, including those most highly civilized, for whom abandonment by us would have meant ruin and death. Again his policy was most amply vindicated. Peace has come to the islands, together with a greater measure of individual liberty and self-government than they have ever before known. All the tasks set us as a result of the war with Spain have so far been well and honorably accomplished, and as a result this Nation stands higher than ever before among the nations of mankind.

President McKinley's second campaign was fought mainly on the issue of approving what he had done in his first administration, and specifically what he had done as regards these problems springing out of the war with Spain. The result was that

the popular verdict in his favor was more overwhelming than it had been before.

No other President in our history has seen high and honorable effort crowned with more conspicuous personal success. No other President entered upon his second term feeling such right to a profound and peaceful satisfaction. Then by a stroke of horror, so strange in its fantastic iniquity as to stand unique in the black annals of crime, he was struck down. The brave, strong, gentle heart was stilled forever, and word was brought to the woman who wept that she was to walk thenceforth alone in the shadow. The hideous infamy of the deed shocked the Nation to its depths, for the man thus struck at was in a peculiar sense the champion of the plain people, in a peculiar sense the representative and the exponent of those ideals which, if we live up to them, will make, as they have largely made, our country a blessed refuge for all who strive to do right and to live their lives simply and well as light is given them. The Nation was stunned, and the people mourned with a sense of bitter bereavement because they had lost a man whose heart beat for them as the heart of Lincoln once had beaten. We did right to mourn; for the loss was ours, not his. He died in the golden fulness of his triumph. He died victorious in that highest of all kinds of strife—the strife for an ampler, juster, and more generous national life. For him the laurel; but woe for those whom he left behind; woe to the Nation that lost him; and woe to

mankind that there should exist creatures so foul that one among them should strike at so noble a life.

We are gathered together to-night to recall his memory, to pay our tribute of respect to the great chief and leader who fell in the harness, who was stricken down while his eyes were bright with "the light that tells of triumph tasted." We can honor him best by the way we show in actual deed that we have taken to heart the lessons of his life. We must strive to achieve, each in the measure that he can, something of the qualities which made President McKinley a leader of men, a mighty power for good—his strength, his courage, his courtesy and dignity, his sense of justice, his ever-present kindliness and regard for the rights of others. He won greatness by meeting and solving the issues as they arose—not by shirking them—meeting them with wisdom, with the exercise of the most skilful and cautious judgment, but with fearless resolution when the time of crisis came. He met each crisis on its own merits; he never sought excuse for shirking a task in the fact that it was different from the one he had expected to face. The long public career, which opened when as a boy he carried a musket in the ranks and closed when as a man in the prime of his intellectual strength he stood among the world's chief statesmen, came to what it was because he treated each triumph as opening the road to fresh effort, not as an excuse for ceasing from effort. He undertook mighty tasks. Some of them

he finished completely; others we must finish; and there remain yet others which he did not have to face, but which, if we are worthy to be the inheritors of his principles, we will in our turn face with the same resolution, the same sanity, the same unfaltering belief in the greatness of this country, and unfaltering championship of the rights of each and all of our people, which marked his high and splendid career.

AT CARNEGIE HALL, NEW YORK, N. Y., FEBRUARY 26, 1903, UPON THE OCCASION OF THE BI-CENTENNIAL CELEBRATION OF THE BIRTH OF JOHN WESLEY

Mr. Chairman, Ladies and Gentlemen.

I am glad to have the chance of addressing this representative body of the great Church which Wesley founded, on the occasion of the commemoration of the two hundredth anniversary of his birth. America, moreover, has a peculiar proprietary claim on Wesley's memory, for it is on our continent that the Methodist Church has received its greatest development. In the days of our Colonial life Methodism was not on the whole a great factor in the religious and social life of the people. The Congregationalists were supreme throughout most of New England; the Episcopalians on the seaboard from New York southward; while the Presbyterian congregations were most numerous along what was then the entire Western frontier; and the Quaker,

Catholic, and Dutch Reformed Churches each had developments in special places. The great growth of the Methodist Church, like the great growth of the Baptist Church, began at about the time of the Revolutionary War. To-day my theme is purely Methodism.

Since the days of the Revolution not only has the Methodist Church increased greatly in the old communities of the thirteen original States, but it has played a peculiar and prominent part in the pioneer growth of our country, and has in consequence assumed a position of immense importance throughout the vast region west of the Alleghanies which has been added to our Nation since the days when the Continental Congress first met.

For a century after the Declaration of Independence the greatest work of our people, with the exception only of the work of self-preservation under Lincoln, was the work of the pioneers as they took possession of this continent. During that century we pushed westward from the Alleghanies to the Pacific, southward to the Gulf and the Rio Grande, and also took possession of Alaska. The work of advancing our boundary, of pushing the frontier across forest and desert and mountain chain, was the great typical work of our Nation; and the men who did it—the frontiersmen, the pioneers, the backwoodsmen, plainsmen, mountain men—formed a class by themselves. It was an iron task, which none but men of iron soul and iron body could do. The men who carried it to a successful conclusion

had characters strong alike for good and for evil. Their rugged natures made them powers who served light or darkness with fierce intensity; and together with heroic traits they had those evil and dreadful tendencies which are but too apt to be found in characters of heroic possibilities. Such men make the most efficient servants of the Lord if their abounding vitality and energy are directed aright; and if misdirected their influence is equally potent against the cause of Christianity and true civilization. In the hard and cruel life of the border, with its grim struggle against the forbidding forces of wild nature and wilder men, there was much to pull the frontiersman down. If left to himself, without moral teaching and moral guidance, without any of the influences that tend toward the uplifting of man and the subduing of the brute within him, sad would have been his, and therefore our, fate. From this fate we have been largely rescued by the fact that together with the rest of the pioneers went the pioneer preachers; and all honor be given to the Methodists for the great proportion of these pioneer preachers whom they furnished.

These preachers were of the stamp of old Peter Cartwright—men who suffered and overcame every hardship in common with their flock, and who in addition tamed the wild and fierce spirits of their fellow-pioneers. It was not a task that could have been accomplished by men desirous to live in the soft places of the earth and to walk easily on life's journey. They had to possess the spirit of the

martyrs; but not of martyrs who could merely suffer, not of martyrs who could oppose only passive endurance to wrong. The pioneer preachers warred against the forces of spiritual evil with the same fiery zeal and energy that they and their fellows showed in the conquest of the rugged continent. They had in them the heroic spirit, the spirit that scorns ease if it must be purchased by failure to do duty, the spirit that courts risk and a life of hard endeavor if the goal to be reached is really worth attaining. Great is our debt to these men and scant the patience we need show toward their critics. At times they seemed hard and narrow to those whose training and surroundings had saved them from similar temptations; and they have been criticised, as all men, whether missionaries, soldiers, explorers, or frontier settlers, are criticised when they go forth to do the rough work that must inevitably be done by those who act as the first harbingers, the first heralds, of civilization in the world's dark places. It is easy for those who stay at home in comfort, who never have to see humanity in the raw, or to strive against the dreadful naked forces which appear clothed, hidden, and subdued in civilized life—it is easy for such to criticise the men who, in rough fashion, and amid grim surroundings, make ready the way for the higher life that is to come afterward: but let us all remember that the untempted and the effortless should be cautious in passing too heavy judgment upon their brethren who may show hardness, who may be guilty of shortcomings, but who

nevertheless do the great deeds by which mankind advances. These pioneers of Methodism had the strong, militant virtues which go to the accomplishment of such great deeds. Now and then they betrayed the shortcomings natural to men of their type; but their shortcomings seem small indeed when we place beside them the magnitude of the work they achieved.

And now, friends, in celebrating the wonderful growth of Methodism, in rejoicing at the good it has done to the country and to mankind, I need hardly ask a body like this to remember that the greatness of the fathers becomes to the children a shameful thing if they use it only as an excuse for inaction instead of as a spur to effort for noble aims. I speak to you not only as Methodists—I speak to you as American citizens. The pioneer days are over. We now all of us form parts of a great civilized nation, with a complex industrial and social life and infinite possibilities both for good and for evil. The instruments with which, and the surroundings in which, we work, have changed immeasurably from what they were in the days when the rough backwoods preachers ministered to the moral and spiritual needs of their rough backwoods congregations. But if we are to succeed, the spirit in which we do our work must be the same as the spirit in which they did theirs. These men drove forward, and fought their way upward, to success, because their sense of duty was in their hearts, in the very marrow of their bones. It was not with them some-

thing to be considered as a mere adjunct to their theology, standing separate and apart from their daily life. They had it with them week days as well as Sundays. They did not divorce the spiritual from the secular. They did not have one kind of conscience for one side of their lives and another for another.

If we are to succeed as a nation we must have the same spirit in us. We must be absolutely practical, of course, and must face facts as they are. The pioneer preachers of Methodism could not have held their own for a fortnight if they had not shown an intense practicability of spirit, if they had not possessed the broadest and deepest sympathy for, and understanding of, their fellowmen. But in addition to the hard, practical common-sense needed by each of us in life, we must have a lift toward lofty things or we shall be lost, individually and collectively, as a nation. Life is not easy, and least of all is it easy for either the man or the nation that aspires to do great deeds. In the century opening, the play of the infinitely far-reaching forces and tendencies which go to make up our social system bids fair to be even fiercer in its activity than in the century which has just closed. If during this century the men of high and fine moral sense show themselves weaklings; if they possess only that cloistered virtue which shrinks shuddering from contact with the raw facts of actual life; if they dare not go down into the hurly-burly where the men of might contend for the mastery; if they stand aside from the pressure and conflict; then as surely as the sun

rises and sets all of our great material progress, all the multiplication of the physical agencies which tend for our comfort and enjoyment, will go for naught and our civilization will become a brutal sham and mockery. If we are to do as I believe we shall and will do, if we are to advance in broad humanity, in kindliness, in the spirit of brotherhood, exactly as we advance in our conquest over the hidden forces of nature, it must be by developing strength in virtue and virtue in strength, by breeding and training men who shall be both good and strong, both gentle and valiant—men who scorn wrongdoing, and who at the same time have both the courage and the strength to strive mightily for the right. Wesley accomplished so much for mankind because he refused to leave the stronger, manlier qualities to be availed of only in the interest of evil. The Church he founded has through its career been a Church for the poor as well as for the rich and has known no distinction of persons. It has been a Church whose members, if true to the teachings of its founder, have sought for no greater privilege than to spend and be spent in the interest of the higher life, who have prided themselves, not on shirking rough duty, but on undertaking it and carrying it to a successful conclusion.

I come here to-night to greet you and to pay my tribute to your past because you have deserved well of mankind, because you have striven with strength and courage to bring nearer the day when peace and justice shall obtain among the peoples of the earth.

AT A MEETING OF THE SOCIETY OF AMERICAN FORESTERS, HELD AT THE RESIDENCE OF MR. GIFFORD PINCHOT, WASHINGTON, D. C., MARCH 26, 1903

Mr. Pinchot, Mr. Secretary, and Gentlemen:

I have felt that this evening the meeting was of such a character as not merely to warrant but in a sense require that I should break through my custom of not coming out to make speeches of this sort. For I believe there are few bodies of men who have it in their power to do a greater service to the country than those engaged in the scientific study and practical application of improved methods of forestry for the preservation of our woods in the United States. I am glad to see here this evening not only the officials, including the head, of the Department of Agriculture, but those, like Governor Richards, most concerned in carrying out the policy of the Department of the Interior.

First and foremost, you can never afford to forget for one moment what is the object of the forest policy. Primarily that object is not to preserve forests because they are beautiful—though that is good in itself;—not to preserve them because they are refuges for the wild creatures of the wilderness—though that too is good in itself—but the primary object of the forest policy as of the land policy of the United States, is the making of prosperous homes, is part of the traditional policy of home-making of our country. Every other consideration comes as sec-

ondary. The whole effort of the government in dealing with the forests must be directed to this end, keeping in view the fact that it is not only necessary to start the homes as prosperous, but to keep them so. That is the way the forests have need to be kept. You can start a prosperous home by destroying the forest, but you do not keep it. You will be able to make that policy permanently the policy of the country only in so far as you are able to make the people at large, and then all the people concretely, interested in the results in the different localities, appreciative of what it means; give them a full recognition of its value, and make them earnest and zealous adherents of it. Keep that in mind too. In a government such as ours it is out of the question to impose a policy like this upon the people from without. A permanent policy can come only from the intelligent conviction of the people themselves that it is wise, and useful; nay, indispensable. We shall decide in the long run whether we will or will not preserve the forests of the Rocky Mountains accordingly as we are or are not able to make the people of the States around the mountains, in their neighborhood, hearty believers in the policy of forest preservation. This is the only way in which this policy can be made a permanent success. In other words, you must convince the people of the truth—and it is the truth—that the success of home-makers depends in the long run upon the wisdom with which the Nation takes care of its forests. That seems a strong statement. It is none too strong. There are

small sections of this country where what is done with the woodlands makes no difference; but over the great extent of the country the ultimate well-being of the home-maker will depend in very large part upon the intelligent use made of the forests. In other words, you, yourselves, must keep this practical object before your mind. You must remember that the forest which contributes nothing to the wealth, progress, or safety of the country is of no interest to the government, and it should be of little to the forester. Your attention should be directed not to the preservation of the forests as an end in itself, but as the means for preserving and increasing the prosperity of the Nation. Forestry is the preservation of forests by wise use. We shall succeed, not by preventing the use, but by making the forests of use to the settler, the rancher, the miner, the man who lives in the neighborhood, and indirectly the man who may live hundreds of miles off, down the course of some great river which has its rise among the forests.

The forest problem is in many ways the most vital internal problem of the United States. The more closely this statement is examined the more evident its truth becomes. In the arid regions of the West agricultural prosperity depends first of all upon the available water supply. Forest protection alone can maintain the streamflow necessary for irrigation in the West and prevent floods destructive to agriculture and manufactures in the East. The relation between forests and the whole mineral in-

dustry is an extremely intimate one, for mines can not be developed without timber, and usually not without timber close at hand. In many regions of the West ore is more abundant than wood, and where the ore is of low grade, transportation of the necessary mine timbers from a distance is out of the question. The use of the mine is strictly limited to the man who has timber available close at hand. The very existence of lumbering, the fourth great industry of the United States, depends upon the success of your work and our work as a Nation in putting practical forestry into effective operation.

As it is with mining and lumbering, so it is in only less degree with transportation, manufacture, and commerce in general. The relation of all these industries to the forests is of the most intimate and dependent kind. It is a matter for congratulation that so many of these great interests are waking up to this fact. The railroads, especially, managed as they are by men who are obliged by the very nature of their profession to possess insight into the future, have awakened to a clearer realization of the vast importance of economical use both of timber and of forests. Even the grazing industry, as it is carried out in the great West, which might at first sight appear to have little relation to forestry, is nevertheless closely related to it, because great areas of winter range would be entirely useless without the summer range in the mountains, where the forest reserves lie.

The forest resources of our country are already

seriously depleted. They can be renewed and maintained only by the co-operation of the forester and the lumberman. The most striking and encouraging fact in the forest situation is that lumbermen are realizing that practical lumbering and practical forestry are allies and not enemies, and that the future of each depends upon the other. The resolutions passed at the last great meeting of the representative lumber interests held here in Washington are strong proof of this fact and the most encouraging feature of the present situation. As long as we could not make the men concerned in the great lumbering industry realize that the foresters were endeavoring to work in their interests and not against them, the headway that could be made was but small. And we will be able to work effectively to bring about immediate results of permanent importance largely in proportion as we are able to convince the men at the head of that great business of the practical wisdom of what the foresters of the United States are seeking to accomplish. In the last analysis, the attitude of the lumbermen toward your work will be the chief factor of the success or failure of that work. In other words, gentlemen, I can not too often say to you, as indeed it can not be too often said to any body of men of high ideals and of scientific training who are endeavoring to accomplish work of real worth for the country, you must keep your ideals, and yet seek to realize them in practical ways.

The United States is exhausting its forest supplies

far more rapidly than they are being produced. The situation is a grave one, and there is but one remedy. That remedy is the introduction of practical forestry on a large scale, and of course that is impossible without trained men; men trained in the closet and trained by actual field work, under practical conditions. You will have created a new profession; a profession of the highest importance; a profession of the highest usefulness toward the State; and you are in honor bound to yourselves and to the people to make your profession stand as high as the profession of law, as the profession of medicine, as any other profession most intimately connected with our highest and finest development as a nation. You are engaged in pioneer work in a calling whose opportunities for public service are very great. Treat the calling seriously; remember how much it means for the country as a whole; remember that if you do your work in crude fashion, if you only half learn your profession, you discredit it as well as yourselves. Give yourselves every chance by thorough and generous preparation and by acquiring not only a thorough knowledge, but a wide outlook over all the questions on which you have to touch. The profession which you have adopted is one which touches the Republic on almost every side, political, social, industrial, commercial; and to rise to its level you will need a wide acquaintance with the general life of the Nation, and a viewpoint both broad and high. Any profession which makes you deal with your fellowmen at large makes it necessary that, if you are

to succeed, you should understand what these fellowmen are, and not merely what they are thought to be by people who live in the closet and the parlor. You must know who the men are with whom you are acting; how they feel; how far you can go; when you have to stop; when it is necessary to push on; you must know all of these things if you are going to do work of the highest value.

I believe that the foresters of the United States will create and apply a more effective system of forestry than we have yet seen. If you don't, gentlemen, I will feel that you have fallen behind your brethren of other callings; and I don't believe you will fall behind them. Nowhere else is the development of a country more closely bound up with the creation and execution of a judicious forest policy. This is of course especially true of the West; but it is true of the East also. Fortunately in the West we have been able relatively to the growth of the country to begin at an earlier day; so that we have been able to provide great forest reserves in the Rocky Mountains, instead of waiting and attempting to get Congress to pay a very large sum for their creation, as we are now endeavoring to do in the Southern Appalachians. In the administration of the national forest reserves, the introduction of conservative lumbering on the timber tract of the lumberman and the woodlot of the farmer, in the practical solution of forest problems which affect every industry and every activity of the nation, the members of this society have an unexampled field before them.

You have heavy responsibilities—every man that does any work that is worth doing has a heavy responsibility—for upon the quality of your work the development of forestry in the United States and the protection of the industries which depend upon it will largely rest. You have made a good beginning, and I congratulate you upon it. Not only is a sound national forest policy coming rapidly into being, but the lumbermen of the country are proving their interest in forestry by practicing it. Twenty years ago a meeting such as this to-night would have been impossible, and the desires we hear expressed would have been treated as having no possible relation to practical life. I think, Mr. Secretary, that since you first came into Congress here there has been a complete revolution in the attitude of public men toward this question. We have reached a point where American foresters, trained in American forest schools, are attacking American forest problems with success. That is the way to meet the larger work you have before you. It is a work of peculiar difficulty, because precedents are lacking. It will demand training, steadiness, devotion, and above all *esprit de corps,* fealty to the body of which you are members, zeal to keep the practice as well as the ideals of that body high. The more harmoniously you work with each other, the better your work will be. And above all a condition precedent upon your usefulness to the body politic as a whole is the way in which you are able both to instil your own ideals into the mass of your fellowmen with whom you

come in contact, and at the same time to show your ability to work in practical fashion with them; to convince them that as a business matter it will pay for them to co-operate with you; to convince the public of that, and then also so to convince the people of the localities, of the neighborhoods in which you work, and especially the lumbermen and all others who make their life trades dealing with the forests.

AT CHICAGO, ILL., APRIL 2, 1903

Mr. Chairman, Ladies, and Gentlemen:

To-day I wish to speak to you, not merely about the Monroe Doctrine, but about our entire position in the Western Hemisphere—a position so peculiar and predominant that out of it has grown the acceptance of the Monroe Doctrine as a cardinal feature of our foreign policy; and in particular I wish to point out what has been done during the lifetime of the last Congress to make good our position in accordance with this historic policy.

Ever since the time when we definitely extended our boundaries westward to the Pacific and southward to the Gulf, since the time when the old Spanish and Portuguese colonies to the south of us asserted their independence, our Nation has insisted that because of its primacy in strength among the nations of the Western Hemisphere it has certain duties and responsibilities which oblige it to take a leading part thereon. We hold that our interests in this hemisphere are greater than those of any

European power possibly can be, and that our duty to ourselves and to the weaker republics who are our neighbors requires us to see that none of the great military powers from across the seas shall encroach upon the territory of the American republics or acquire control thereover.

This policy, therefore, not only forbids us to acquiesce in such territorial acquisition, but also causes us to object to the acquirement of a control which would in its effect be equal to territorial aggrandizement. This is why the United States has steadily believed that the construction of the great Isthmian Canal, the building of which is to stand as the greatest material feat of the twentieth century —greater than any similar feat in any preceding century—should be done by no foreign nation but by ourselves. The canal must of necessity go through the territory of one of our smaller sister republics. We have been scrupulously careful to abstain from perpetrating any wrong upon any of these republics in this matter. We do not wish to interfere with their rights in the least, but, while carefully safeguarding them, to build the canal ourselves under provisions which will enable us, if necessary, to police and protect it, and to guarantee its neutrality, we being the sole guarantor. Our intention was steadfast; we desired action taken so that the canal could always be used by us in time of peace and war alike, and in time of war could never be used to our detriment by any nation which was hostile to us. Such action, by the circumstances

surrounding it, was necessarily for the benefit and not the detriment of the adjacent American republics.

After considerably more than half of a century these objects have been exactly fulfilled by the legislation and treaties of the last two years. Two years ago we were no further advanced toward the construction of the Isthmian Canal on our terms than we had been during the preceding eighty years. By the Hay-Pauncefote treaty, ratified in December, 1901, an old treaty with Great Britain, which had been held to stand in the way, was abrogated and it was agreed that the canal should be constructed under the auspices of the Government of the United States, and that this Government should have the exclusive right to regulate and manage it, becoming the sole guarantor of its neutrality.

It was expressly stipulated, furthermore, that this guaranty of neutrality should not prevent the United States from taking any measures which it found necessary in order to secure by its own forces the defence of the United States and the maintenance of public order. Immediately following this treaty Congress passed a law under which the President was authorized to endeavor to secure a treaty for acquiring the right to finish the construction of, and to operate, the Panama Canal, which had already been begun in the territory of Colombia by a French company. The rights of this company were accordingly obtained and a treaty negotiated with the Republic of Colombia. This treaty has just been rati-

fied by the Senate. It reserves all of Colombia's rights, while guaranteeing all of our own and those of neutral nations, and specifically permits us to take any and all measures for the defence of the canal, and for the preservation of our interests, whenever in our judgment an exigency may arise which calls for action on our part. In other words, these two treaties, and the legislation to carry them out, have resulted in our obtaining on exactly the terms we desired the rights and privileges which we had so long sought in vain. These treaties are among the most important that we have ever negotiated in their effects upon the future welfare of this country, and mark a memorable triumph of American diplomacy—one of those fortunate triumphs, moreover, which redound to the benefit of the entire world.

About the same time trouble arose in connection with the Republic of Venezuela because of certain wrongs alleged to have been committed, and debts overdue, by this Republic to citizens of various foreign powers, notably England, Germany, and Italy. After failure to reach an agreement these powers began a blockade of the Venezuelan coast and a condition of quasi-war ensued. The concern of our Government was of course not to interfere needlessly in any quarrel so far as it did not touch our interests or our honor, and not to take the attitude of protecting from coercion any power unless we were willing to espouse the quarrel of that power, but to keep an attitude of watchful vigilance and see that

there was no infringement of the Monroe Doctrine—no acquirement of territorial rights by a European power at the expense of a weak sister republic—whether this acquisition might take the shape of an outright and avowed seizure of territory or of the exercise of control which would in effect be equivalent to such seizure. This attitude was expressed in the two following published memoranda, the first being the letter addressed by the Secretary of State to the German Ambassador, the second the conversation with the Secretary of State reported by the British Ambassador:

"Department of State,

"Washington, *December 16, 1901.*

"His Excellency Dr. von Holleben, etc.:

"*Dear Excellency:* I inclose a memorandum by way of reply to that which you did me the honor to leave with me on Saturday, and am, as ever,

"Faithfully yours,

"John Hay.

"*Memorandum.*

"The President in his message of the 3d of December, 1901, used the following language:

" 'The Monroe Doctrine is a declaration that there must be no territorial aggrandizement by any non-American power at the expense of any American power on American soil. It is in no wise intended as hostile to any nation in the Old World.' "

"The President further said:

" 'This doctrine has nothing to do with the commercial relations of any American power, save that it in truth allows each of them to form such as it desires. . . . We do not guarantee any State against punishment if it misconducts itself, provided that punishment does not take the form of the acquisition of territory by any non-American power.'

"His Excellency the German Ambassador, on his recent return from Berlin, conveyed personally to the President the assurance of the German Emperor that His Majesty's Government had no purpose or intention to make even the smallest acquisition of territory on the South American continent or the islands adjacent. This voluntary and friendly declaration was afterward repeated to the Secretary of State, and was received by the President and the people of the United States in the frank and cordial spirit in which it was offered. In the memorandum of the 11th of December, His Excellency the German Ambassador repeats these assurances as follows: 'We declare especially that under no circumstances do we consider in our proceedings the acquisition or the permanent occupation of Venezuelan territory.'

"In the said memorandum of the 11th of December, the German Government informs that of the United States that it has certain just claims for money and for damages wrongfully withheld from German subjects by the Government of Venezuela, and that it proposes to take certain coercive meas-

ures described in the memorandum to enforce the payment of these just claims.

"The President of the United States, appreciating the courtesy of the German Government in making him acquainted with the state of affairs referred to, and not regarding himself as called upon to enter into the consideration of the claims in question, believes that no measures will be taken in this matter by the agents of the German Government which are not in accordance with the well-known purpose, above set forth, of His Majesty the German Emperor."

SIR MICHAEL HERBERT TO THE MARQUIS OF LANSDOWNE.

"WASHINGTON, *November 13, 1902.*

"I communicated to Mr. Hay this morning the substance of Your Lordship's telegram of the 11th instant.

"His Excellency stated in reply, that the United States Government, although they regretted that European powers should use force against Central and South American countries, could not object to their taking steps to obtain redress for injuries suffered by their subjects, provided that no acquisition of territory was contemplated."

Both powers assured us in explicit terms that there was not the slightest intention on their part to violate the principles of the Monroe Doctrine, and

this assurance was kept with an honorable good faith which merits full acknowledgment on our part. At the same time, the existence of hostilities in a region so near our own borders was fraught with such possibilities of danger in the future that it was obviously no less our duty to ourselves than our duty to humanity to endeavor to put an end to that. Accordingly, by an offer of our good services in a spirit of frank friendliness to all the parties concerned, a spirit in which they quickly and cordially responded, we secured a resumption of peace—the contending parties agreeing that the matters which they could not settle among themselves should be referred to The Hague Tribunal for settlement. The United States had most fortunately already been able to set an example to other nations by utilizing the great possibilities for good contained in The Hague Tribunal, a question at issue between ourselves and the Republic of Mexico being the first submitted to this international court of arbitration.

The terms which we have secured as those under which the Isthmian Canal is to be built, and the course of events in the Venezuela matter, have shown not merely the ever growing influence of the United States in the Western Hemisphere, but also, I think I may safely say, have exemplified the firm purpose of the United States that its growth and influence and power shall redound not to the harm but to the benefit of our sister republics whose strength is less. Our growth, therefore, is beneficial to hu-

mankind in general. We do not intend to assume any position which can give just offence to our neighbors. Our adherence to the rule of human right is not merely profession. The history of our dealings with Cuba shows that we reduce it to performance.

The Monroe Doctrine is not international law, and though I think one day it may become such, this is not necessary as long as it remains a cardinal feature of our foreign policy and as long as we possess both the will and the strength to make it effective. This last point, my fellow-citizens, is all important, and is one which as a people we can never afford to forget. I believe in the Monroe Doctrine with all my heart and soul; I am convinced that the immense majority of our fellow-countrymen so believe in it; but I would infinitely prefer to see us abandon it than to see us put it forward and bluster about it, and yet fail to build up the efficient fighting strength which in the last resort can alone make it respected by any strong foreign power whose interest it may ever happen to be to violate it.

Boasting and blustering are as objectionable among nations as among individuals, and the public men of a great nation owe it to their sense of national self-respect to speak courteously of foreign powers, just as a brave and self-respecting man treats all around him courteously. But though to boast is bad, and causelessly to insult another, worse, yet worse than all is it to be guilty of boasting, even without insult, and when called to the proof to be

unable to make such boasting good. There is a homely old adage which runs: "Speak softly and carry a big stick; you will go far." If the American Nation will speak softly, and yet build, and keep at a pitch of the highest training, a thoroughly efficient navy, the Monroe Doctrine will go far. I ask you to think over this. If you do, you will come to the conclusion that it is mere plain common-sense, so obviously sound that only the blind can fail to see its truth and only the weakest and most irresolute can fail to desire to put it into force.

In the last two years I am happy to say we have taken long strides in advance as regards our navy. The last Congress, in addition to smaller vessels, provided nine of those formidable fighting ships upon which the real efficiency of any navy in war ultimately depends. It provided, moreover, for the necessary addition of officers and enlisted men to make the ships worth having. Meanwhile the Navy Department has seen to it that our ships have been constantly exercised at sea, with the great guns, and in manœuvres, so that their efficiency as fighting units, both individually and when acting together, has been steadily improved. Remember that all of this is necessary. A warship is a huge bit of mechanism, wellnigh as delicate and complicated as it is formidable. It takes years to build it. It takes years to teach the officers and men how to handle it to good advantage. It is an absolute impossibility to improvise a navy at the outset of war. No recent war between any two nations has

lasted as long as it takes to build a battleship; and it is just as impossible to improvise the officers or the crews as to improvise the navy.

To lay up a battleship and only send it afloat at the outset of a war, with a raw crew and untried officers, would be not merely a folly but a crime, for it would invite both disaster and disgrace. The navy which so quickly decided in our favor in the war in 1898 had been built and made efficient during the preceding fifteen years. The ships that triumphed off Manila and Santiago had been built under previous Administrations with money appropriated by previous Congresses. The officers and the men did their duty so well because they had already been trained to it by long sea service. All honor to the gallant officers and gallant men who actually did the fighting; but remember, too, to honor the public men, the shipwrights and steel workers, the owners of the shipyards and armor plants, to whose united foresight and exertion we owe it that in 1898 we had craft so good, guns so excellent, and American seamen of so high a type in the conning towers, in the gun-turrets, and in the engine rooms. It is too late to prepare for war when war has come; and if we only prepare sufficiently no war will ever come. We wish a powerful and efficient navy, not for purposes of war, but as the surest guarantee of peace. If we have such a navy—if we keep on building it up—we may rest assured that there is but the smallest chance that trouble will ever come to this Nation; and we may

likewise rest assured that no foreign power will ever quarrel with us about the Monroe Doctrine.

AT WAUKESHA, WIS., APRIL 3, 1903

Gentlemen and Ladies; my Fellow-Citizens of Wisconsin:

You are men and women of Wisconsin, but you are men and women of America first. I am glad of having the chance of saying a few words to you today. I believe with all my heart in this Nation playing its part manfully and well. I believe that we are now, at the outset of the twentieth century, face to face with great world problems; that we can not help playing the part of a great world power; that all we can decide is whether we will play it well or ill. I do not want to see us shrink from any least bit of duty. We have not only taken during the past five years a position of even greater importance in this Western Hemisphere than ever before, but we have taken a position of great importance even in the furthest Orient, in that furthest West, which is the immemorial East. We must hold our own. If we show ourselves weaklings we will earn the contempt of mankind, and—what is of far more consequence—our own contempt; but I would like to impress upon every public man, upon every writer in the press, the fact that strength should go hand in hand with courtesy, with scrupulous regard in word and deed, not only for the rights, but for the feelings, of other nations. I want to see a man able to hold

his own. I have no respect for the man who will put up with injustice. If a man will not take his part, the part is not worth taking. That is true. On the other hand, I have a hearty contempt for the man who is always walking about wanting to pick a quarrel, and above all, wanting to say something unpleasant about some one else. He is not an agreeable character anywhere; and the fact that he talks loud does not necessarily mean that he fights hard either. Sometimes you will see a man who will talk loud and fight hard; but he does not fight hard because he talks loud, but in spite of it. I want the same thing to be true of us as a nation. I am always sorry whenever I see any reflection that seems to come from America upon any friendly nation. To write or say anything unkind, unjust, or inconsiderate about any foreign nation does not do us any good, and does not help us toward holding our own if ever the need should arise to hold our own. I am sure you will not misunderstand me; I am sure that it is needless for me to say that I do not believe the United States should ever suffer a wrong. I should be the first to ask that we resent a wrong from the strong, just as I should be the first to insist that we do not wrong the weak. As a nation, if we are to be true to our past, we must steadfastly keep these two positions—to submit to no injury by the strong and to inflict no injury on the weak. It is not at all necessary to say disagreeable things about the strong

in order to impress them with the fact that we do not intend to submit to injury. Keep our navy up to the highest point of efficiency; have good ships, and enough of them; have the officers and the enlisted men on them trained to handle them, so that in the future the American navy shall rise level, whenever the need comes, to the standard it has set in the past. Keep in our own hearts the rugged, manly virtues, which have made our people formidable as foes, and valuable as friends throughout the century and a quarter of our national life. Do all that; and having done it, remember that it is a sensible thing to speak courteously of others.

I believe in the Monroe Doctrine. I shall try to see that this Nation lives up to it; and as long as I am President it will be lived up to. But I do not intend to make the doctrine an excuse or a justification for being unpleasant to other powers, for speaking ill of other powers. We want the friendship of mankind. We want to get on well with the other nations of mankind, with the small nations and with the big nations. We want so to carry ourselves that if (which I think most unlikely) any quarrel should arise, it would be evident that it was not a quarrel of our own seeking, but one that was forced on us. If it is forced on us, I know you too well not to know that you will stand up to it if the need comes; but you will stand up to it all the better if you have not blustered or spoken ill of other nations in advance. We want friendship;

we want peace. We wish well to the nations of mankind. We look with joy at any prosperity of theirs; we wish them success, not failure. We rejoice as mankind moves forward over the whole earth. Each nation has its own difficulties. We have difficulties enough at home. Let us improve ourselves, lifting what needs to be lifted here, and let others do their own work; let us attend to our own business; keep our own hearthstone swept and in order. Do not shirk any duty; do not shirk any difficulty that is forced upon us, but do not invite it by foolish language. Do not assume a quarrelsome and unpleasant attitude toward other people. Let the friendly expressions of foreign powers be accepted as tokens of their sincere good will, and reflecting their real sentiments; and let us avoid any language on our part which might tend to turn their good will into ill will. All that is mere common-sense; the kind of common-sense that we apply in our own lives, man to man, neighbor to neighbor; and remember that substantially what is true among nations is true on a small scale among ourselves. The man who is a weakling, who is a coward, we all despise, and we ought to despise him. If a man can not do his own work and take his own part, he does not count; and I have no patience with those who would have the United States unable to take its own part, to do its work in the world. But remember that a loose tongue is just as unfortunate an accompaniment for a nation as for an individual.

The man who talks ill of his neighbors, the man who invites trouble for himself and them, is a nuisance. The stronger, the more self-confident the nation is, the more carefully it should guard its speech as well as its action, and should make it a point, in the interest of its own self-respect, to see that it does not say what it can not make good, that it avoids giving needless offence, that it shows genuinely and sincerely its desire for friendship with the rest of mankind, but that it keeps itself in shape to make its weight felt should the need arise.

That is in substance my theory of what our foreign policy should be. Let us not boast, not insult any one, but make up our minds coolly what is necessary to say, say it, and then stand to it, whatever the consequences may be.

AT MILWAUKEE, WIS., APRIL 3, 1903

Mr. Toastmaster, Gentlemen:

To-day I wish to speak to you on the question of the control and regulation of those great corporations which are popularly, although rather vaguely, known as trusts; dealing mostly with what has actually been accomplished in the way of legislation and in the way of enforcement of legislation during the past eighteen months, the period covering the two sessions of the Fifty-seventh Congress. At the outset I shall ask you to remember that I do not approach the subject either from the standpoint of those who speak of themselves as anti-trust or anti-

corporation people, nor yet from the standpoint of those who are fond of denying the existence of evils in the trusts, or who apparently proceed upon the assumption that if a corporation is large enough it can do no wrong.

I think I speak for the great majority of the American people when I say that we are not in the least against wealth as such, whether individual or corporate; that we merely desire to see any abuse of corporate or combined wealth corrected and remedied; that we do not desire the abolition or destruction of big corporations, but, on the contrary, recognize them as being in many cases efficient economic instruments, the results of an inevitable process of economic evolution, and only desire to see them regulated and controlled so far as may be necessary to subserve the public good. We should be false to the historic principles of our government if we discriminated, either by legislation or administration, either for or against a man because of either his wealth or his poverty. There is no proper place in our society either for the rich man who uses the power conferred by his riches to enable him to oppress and wrong his neighbors, nor yet for the demagogic agitator who, instead of attacking abuses as all abuses should be attacked wherever found, attacks property, attacks prosperity, attacks men of wealth, as such, whether they be good or bad, attacks corporations whether they do well or ill, and seeks, in a spirit of ignorant rancor, to overthrow the very foundations upon which rests our national wellbeing.

In consequence of the extraordinary industrial changes of the last half century, and notably of the last two or three decades, changes due mainly to the rapidity and complexity of our industrial growth, we are confronted with problems which in their present shape were unknown to our forefathers. Our great prosperity, with its accompanying concentration of population and of wealth, its extreme specialization of faculties, and its development of giant industrial leaders, has brought much good and some evil, and it is as foolish to ignore the good as wilfully to blind ourselves to the evil.

The evil has been partly the inevitable accompaniment of the social changes, and where this is the case it can be cured neither by law nor by the administration of the law, the only remedy lying in the slow change of character and of economic environment. But for a portion of the evil, at least, we think that remedies can be found. We know well the danger of false remedies, and we are against all violent, radical, and unwise change. But we believe that by proceeding slowly, yet resolutely, with good sense and moderation, and also with a firm determination not to be swerved from our course either by foolish clamor or by any base or sinister influence, we can accomplish much for the betterment of conditions.

Nearly two years ago, speaking at the State Fair in Minnesota, I said:

"It is probably true that the large majority of the fortunes that now exist in this country have been

amassed, not by injuring our people, but as an incident to the conferring of great benefits upon the community, and this no matter what may have been the conscious purpose of those amassing them. There is but the scantiest justification for most of the outcry against the men of wealth *as such;* and it ought to be unnecessary to state that any appeal which directly or indirectly leads to suspicion and hatred among ourselves, which tends to limit opportunity, and therefore to shut the door of success against poor men of talent, and, finally, which entails the possibility of lawlessness and violence, is an attack upon the fundamental properties of American citizenship. Our interests are at bottom common; in the long run we go up or go down together. Yet more and more it is evident that the State, and if necessary the Nation, has got to possess the right of supervision and control as regards the great corporations which are its creatures; particularly as regards the great business combinations which derive a portion of their importance from the existence of some monopolistic tendency. The right should be exercised with caution and self-restraint; but it should exist, so that it may be invoked if the need arises."

Last fall in speaking at Cincinnati I said:

"The necessary supervision and control, in which I firmly believe as the only method of eliminating the real evils of the trusts, must come through wisely and cautiously framed legislation, which shall aim in the first place to give definite control to some sovereign over the great corporations, and which

shall be followed, when once this power has been conferred, by a system giving to the government the full knowledge which is the essential for satisfactory action. Then, when this knowledge—one of the essential features of which is proper publicity—has been gained, what further steps of any kind are necessary can be taken with the confidence born of the possession of power to deal with the subject, and of a thorough knowledge of what should and can be done in the matter. We need additional power, and we need knowledge. . . . Such legislation—whether obtainable now or obtainable only after a Constitutional amendment—should provide for a reasonable supervision, the most prominent feature of which at first should be publicity; that is, the making public, both to the government authorities and to the people at large, the essential facts in which the public is concerned. This would give us exact knowledge of many points which are now not only in doubt but the subject of fierce controversy. Moreover, the mere fact of the publication would cure some very grave evils, for the light of day is a deterrent to wrongdoing. It would doubtless disclose other evils with which, for the time being, we could devise no way to grapple. Finally, it would disclose others which could be grappled with and cured by further legislative action."

In my Message to Congress for 1901 I said:

"In the interest of the whole people the Nation should, without interfering with the power of the States in the matter, itself also assume power of

supervision and regulation over all corporations doing an interstate business."

The views thus expressed have now received effect by the wise, conservative, and yet far-reaching legislation enacted by Congress at its last session. In its wisdom Congress enacted the very important law providing a Department of Commerce and Labor, and further providing therein under the Secretary of Commerce and Labor for a Commissioner of Corporations, charged with the duty of supervision of and of making intelligent investigation into the organization and conduct of corporations engaged in interstate commerce. His powers to expose illegal or hurtful practices and to obtain all information needful for the purposes of further intelligent legislation seem adequate; and the publicity justifiable and proper for public purposes is satisfactory guaranteed. The law was passed at the very end of the session of Congress. Owing to the lateness of its passage Congress was not able to provide proper equipment for the new Department; and the first few months must necessarily be spent in the work of organization, and the first investigations must necessarily be of a tentative character. The satisfactory development of such a system requires time and great labor. Those who are intrusted with the administration of the new law will assuredly administer it in a spirit of absolute fairness and justice and of entire fearlessness, with the firm purpose not to hurt any corporation doing a legitimate business—on the contrary to help it—

and, on the other hand, not to spare any corporation which may be guilty of illegal practices, or the methods of which may make it a menace to the public welfare. Some substantial good will be done in the immediate future; and as the Department gets fairly to work under the law an ever larger vista for good work will be opened along the lines indicated. The enactment of this law is one of the most significant contributions which have been made in our time toward the proper solution of the problem of the relations to the people of the great corporations and corporate combinations.

But much though this is, it is only a part of what has been done in the effort to ascertain and correct improper trust or monopolistic practices. Some eighteen months ago the Industrial Commission, an able and non-partisan body, reported to Congress the result of their investigation of trusts and industrial combinations. One of the most important of their conclusions was that discriminations in freight rates and facilities were granted favored shippers by the railroads and that these discriminations clearly tended toward the control of production and prices in many fields of business by large combinations. That this conclusion was justifiable was shown by the disclosures in the investigation of railroad methods pursued in the fall and winter of 1901-1902. It was then shown that certain trunk lines had entered into unlawful agreements as to the transportation of food products from the West to the Atlantic seaboard, giving a few favored shippers rates much

below the tariff charges imposed upon the smaller dealers and the general public. These unjust practices had prevailed to such an extent and for so long a time that many of the smaller shippers had been driven out of business, until practically one buyer of grain on each railway system had been able by his illegal advantages to secure a monopoly on the line with which his secret compact was made; this monopoly enabling him to fix the price to both producer and consumer. Many of the great packing house concerns were shown to be in combination with each other and with most of the great railway lines, whereby they enjoyed large secret concessions in rates and thus obtained a practical monopoly of the fresh and cured meat industry of the country. These fusions, though violative of the statute, had prevailed unchecked for so many years that they had become intrenched in and interwoven with the commercial life of certain large distributing localities; although this was of course at the expense of the vast body of law-abiding merchants, the general public, and particularly of unfavored localities.

Under those circumstances it was a serious problem to determine the wise course to follow in vitalizing a law which had in part become obsolete or proved incapable of enforcement. Of what the Attorney-General did in enforcing it I shall speak later. The decisions of the courts upon the law had betrayed weaknesses and imperfections, some of them so serious as to render abortive efforts to apply any effective remedy for the existing evils.

It is clear that corporations created for quasi public purposes, clothed for that reason with the ultimate power of the state to take private property against the will of the owner, hold their corporate powers as carriers in trust for the fairly impartial service of all the public. Favoritism in the use of such powers, unjustly enriching some and unjustly impoverishing others, discriminating in favor of some places and against others, is palpably violative of plain principles of justice. Such a practice unchecked is hurtful in many ways. Congress, having had its attention drawn to the matter, enacted a most important anti-rebate law, which greatly strengthens the interstate-commerce law. This new law prohibits under adequate penalties the giving and as well the demanding or receiving of such preferences, and provides the preventive remedy of injunction. The vigorous administration of this law—and it will be enforced—will, it is hoped, afford a substantial remedy for certain trust evils which have attracted public attention and have created public unrest.

This law represents a noteworthy and important advance toward just and effective regulation of transportation. Moreover, its passage has been supplemented by the enactment of a law to expedite the hearing of actions of public moment under the anti-trust act, known as the Sherman law, and under the act to regulate commerce, at the request of the Attorney-General; and furthermore, additional funds have been appropriated to be expended under the

direction of the Attorney-General in the enforcement of these laws.

All of this represents a great and substantial advance in legislation. But more important even than legislation is the administration of the law, and I ask your attention for a moment to the way in which the law has been administered by the profound jurist and fearless public servant who now occupies the position of Attorney-General, Mr. Knox. The Constitution enjoins upon the President that he shall take care that the laws be faithfully executed, and under this provision the Attorney-General formulated a policy which was in effect nothing but the rigid enforcement, by suits managed with consummate skill and ability, both of the anti-trust law and of the imperfect provisions of the act to regulate commerce. The first step taken was the prosecution of fourteen suits against the principal railroads of the Middle West, restraining them by injunction from further violations of either of the laws in question.

About the same time the case against the Northern Securities Company was initiated. This was a corporation organized under the laws of the State of New Jersey with a capital of four hundred million dollars, the alleged purpose being to control the Great Northern and the Northern Pacific railroad companies, two parallel and competing lines extending across the northern tier of States from the Mississippi River to the Pacific Ocean. Whatever the

purpose, its consummation would have resulted in the control of the two great railway systems—upon which the people of the Northwestern States were so largely dependent for their supplies and to get their products to market—being practically merged into the New Jersey corporation. The proposition that these independent systems of railroads should be merged under a single control alarmed the people of the States concerned, lest they be subjected to what they deemed a monopoly of interstate transportation and the suppression of competition. The Governors of the States most deeply affected held a meeting to consider how to prevent the merger becoming effective and passed resolutions calling upon the National Government to enforce the anti-trust laws against the alleged combination. When these resolutions were referred to the Attorney-General for consideration and advice, he reported that in his opinion the Northern Securities Company and its control of the railroads mentioned was a combination in restraint of trade, and was attempting a monopoly in violation of the national anti-trust law. Thereupon a suit in equity, which is now pending, was begun by the Government to test the validity of this transaction under the Sherman law.

At nearly the same time the disclosures respecting the secret rebates enjoyed by the great packing house companies, coupled with the very high price of meats, led the Attorney-General to direct an investigation into the methods of the so-called beef

trust. The result was that he filed bills for injunction against six of the principal packing house companies, and restrained them from combining and agreeing upon prices at which they would sell their products in States other than those in which their meats were prepared for market. Writs of injunction were issued accordingly, and since then, after full argument, the United States Circuit Court has made the injunction perpetual.

The cotton interests of the South, including growers, buyers, and shippers, made complaint that they were suffering great injury in their business from the methods of the Southern railroads in the handling and transportation of cotton. They alleged that these railroads, by combined action under a pooling arrangement to support their rate schedules, had denied to the shippers the right to elect over what roads their commodities should be shipped, and that by dividing upon a fixed basis the cotton crop of the South all inducement to compete in rates for the transportation thereof was eliminated. Proceedings were instituted by the Attorney-General under the anti-trust law, which resulted in the destruction of the pool and in restoring to the growers and shippers of the South the right to ship their products over any road they elected, thus removing the restraint upon the freedom of commerce.

In November, 1902, the Attorney-General directed that a bill for an injunction be filed in the United States Circuit Court at San Francisco against

the Federal Salt Company—a corporation which had been organized under the laws of an Eastern State, but had its main office and principal place of business in California—and against a number of other companies and persons constituting what was known as the salt trust. These injunctions were to restrain the execution of certain contracts between the Federal Salt Company and the other defendants, by which the latter agreed neither to import nor buy or sell salt, except from and to the Federal Salt Company, and not to engage or assist in the production of salt west of the Mississippi River during the continuance of such contracts. As the result of these agreements the price of salt had been advanced about four hundred per cent. A temporary injunction order was obtained, which the defendants asked the court to modify on the ground that the anti-trust law had no application to contracts for purchases and sales within a State. The Circuit Court overruled this contention and sustained the Government's position. This practically concluded the case, and it is understood that in consequence the Federal Salt Company is about to be dissolved and that no further contest will be made.

The above is a brief outline of the most important steps, legislative and administrative, taken during the past eighteen months in the direction of solving, so far as at present it seems practicable by national legislation or administration to solve, what we call the trust problem. They represent a sum of very

substantial achievement. They represent a successful effort to devise and apply real remedies; an effort which so far succeeded because it was made not only with resolute purpose and determination, but also in a spirit of common-sense and justice, as far removed as possible from rancor, hysteria, and unworthy demagogic appeal. In the same spirit the laws will continue to be enforced. Not only is the legislation recently enacted effective, but in my judgment it was impracticable to attempt more. Nothing of value is to be expected from ceaseless agitation for radical and extreme legislation. The people may wisely, and with confidence, await the results which are reasonably to be expected from the impartial enforcement of the laws which have recently been placed upon the statute books. Legislation of a general and indiscriminate character would be sure to fail, either because it would involve all interests in a common ruin, or because it would not really reach any evil. We have endeavored to provide a discriminating adaptation of the remedy to the real mischief.

Many of the alleged remedies advocated are of the unpleasantly drastic type which seeks to destroy the disease by killing the patient. Others are so obviously futile that it is somewhat difficult to treat them seriously or as being advanced in good faith. High among the latter I place the effort to reach the trust question by means of the tariff. You can, of course, put an end to the prosperity of the trusts by putting an end to the prosperity of the Nation;

but the price for such action seems high. The alternative is to do exactly what has been done during the life of the Congress which has just closed—that is, to endeavor, not to destroy corporations, but to regulate them with a view of doing away with whatever is of evil in them and of making them subserve the public use. The law is not to be administered in the interest of the poor man as such, nor yet in the interest of the rich man as such, but in the interest of the law-abiding man, rich or poor. We are no more against organizations of capital than against organizations of labor. We welcome both, demanding only that each shall do right and shall remember its duty to the Republic. Such a course we consider not merely a benefit to the poor man, but a benefit to the rich man. We do no man an injustice when we require him to obey the law. On the contrary, if he is a man whose safety and well-being depend in a peculiar degree upon the existence of the spirit of law and order, we are rendering him the greatest service when we require him to be himself an exemplar of that spirit.

BEFORE THE MINNESOTA LEGISLATURE, ST. PAUL, MINN., APRIL 4, 1903

Mr. Governor, Mr. Lieutenant-Governor, Mr. Speaker, Members of the Legislative Body, Men and Women of Minnesota:

I thank you for greeting me and for giving me the chance to say a word or two in welcome and in acknowledgment of your greeting.

To any American capable of any depth of reflection whatever, it should always be a somewhat solemn thing to come into the presence of two bodies —one a legislative body; the other an educational body; the legislative body, which is not only the method but the symbol of our free government; the educational body, which, using educational in its broadest and truest sense, means the body that fits us for self-government. Self-government is not an easy thing. The nations of antiquity, the nations of the middle ages, that tried the experiment of independent self-government which should guarantee freedom to the individual, and yet safety from without and within to the body politic itself, rarely lasted long, never rose to a pitch of greatness such as ours without having suffered some radical and, as it proved ultimately, fatal change of structure. Until our Republic was founded it had proved impossible in the long run to combine freedom for the individual and greatness for the nation. The republics of antiquity and of the middle ages went one of two lines; either proved fatal. Either the individual's interests were sacrificed, and, while retaining the forms of freedom, the republic became in effect a despotism, or else the freedom of the individual was kept at the cost of utter impotence either to put down disorder at home or to repel aggression from abroad.

It has been given to us during the century and a quarter of our national life so to handle ourselves as a people that we have escaped both dangers. We

have been able to escape the leadership of those who feared Scylla so much that they would plunge us into Charybdis, and of those who feared Charybdis so much that they would plunge us into Scylla. We have been able to preserve orderly liberty and strength to grow in greatness among the nations of the earth, while becoming steadily more and more democratic in the truest and broadest sense of the word. I believe with all my heart that we shall continue on the path thus marked out for us; but we shall so continue only if we remember that in the last analysis the safety of the Republic depends upon the high average of individual citizenship.

We can keep all the forms of free government; and every Fourth of July we can talk possibly a little too boastfully of both the past and the present; and yet it shall not avail us if we do not have in our hearts the spirit that makes for decent citizenship, the spirit that alone counts in the formation of a true republic. And that spirit is essentially the same in public life as in private life. The manifestations of it differ, but the spirit is the same. A public man is as much bound to tell the truth on the stump as off the stump. On the other hand, his critics will do well to remember that truth-telling is a virtue for them to practice also. What we need in public life and in private life is not genius so much as the many-sided development of the qualities which in their sum make good citizenship. In a great crisis we shall need a genius; thrice and thrice over fortunate is the nation which then develops a Lincoln to

lead it in peace; a Grant to lead it in war; a Washington to lead it in war and peace.

But what we need as a nation, as an individual, at the ordinary times which are so much larger in the aggregate than the extraordinary times, and upon our conduct in which really depends our conduct in extraordinary times, are the commonplace virtues which we all recognize, and which when we were young we wrote about in copybooks, and which, if we practice, will count for a thousand times more in the long run than any brilliance and genius of any kind or sort whatsoever.

I want to say just a word on the other side of the two great questions, the legislative and educational questions. Education must be twofold. Of course if we do not have education in the school, the academy, the college, the university, and have it developed in the highest and wisest manner, we shall make but a poor fist of American citizenship. One of the things that is most hopeful in our Republic is the way in which the State has taken charge of elementary education; and the way in which, in the East through private gift, here in the West through the wise liberality of the several States, the higher education has been taken care of, as in your own University of Minnesota. But such education can never be all. It can never be more than half, and sometimes not that. Nothing can take the place of the education of the home; and that education must be largely the unconscious influence of character upon character. There is no use in the father trying to instil wise

saws and precepts into the son, if his own character gives the lie to his advice. And unfortunately it is just as true in the education of children as in everything else, that it is almost as harmful to be a virtuous fool as a knave. So often throughout our social structure from the wealthiest down to the poorest you see the queer fatuity of the man or the woman which makes them save their children temporary discomfort, temporary unpleasantness, at the cost of future destruction; you see a great many men, and I am sorry to say a great many women, who say, "I have had to work hard; my boy or my girl shall not do anything." I have seen it in every rank. I have heard the millionaire say, "I have had to work all my life to make money, let my boy spend it." It would be better for the boy never to have been born than to be brought up on that principle. On the other hand, I have seen the overworked drudge, the laborer's wife, who said, "Well, I have had to work my heart out all my days; my daughters shall be ladies"; and her conception of her daughters being ladies was to have them sit around useless and incompetent, unable to do anything, brought up to be discontented cumberers of the earth's surface. As Abraham Lincoln said: "There is a deal of human nature in mankind." Fundamentally, virtues and faults are just the same in the millionaire and the day laborer. The man or the woman who seeks to bring up his or her children with the idea that their happiness is secured by teaching them to avoid difficulties is doing them a cruel wrong. To bring up

the boy and girl so sheltered that they can not stand any rough knocks, that they shrink from toil, that when they meet an obstacle they feel they ought to go around or back instead of going on over it—the man or the woman who does that is wronging the children to a degree that no other human being can wrong them. If you are worth your salt and want your children to be worth their salt, teach them that the life that is not a life of work and effort is worthless, a curse to the man or woman leading it, a curse to those around him or her. Teach the boys that if they are ever to count in the world they will count not by flinching from difficulties, but by warring with and overcoming them. What utter scorn one feels for those who seek only the life of ease; the life passed in dexterous effort to avoid all angular corners, to avoid being put in the places where a strong man by blood and sweat and toil and risk wins triumph! What a wretched life is the life of the man passed in endeavoring to shirk his share of the burden laid upon him in this world! And it makes no difference whether that man is a man of inherited wealth or one who has to earn his bread by the sweat of his brow; it is equally ignoble in either case. What is true of the individual is true of the nation. The man who counts is not the man who dodges work, but he who goes out into life rejoicing as a strong man to run a race, girding himself for the effort, bound to win and wrest triumph from difficulty and disaster.

So it is with our Nation. No nation which has

bound itself only to do easy things ever yet amounted to anything, ever yet came to anything throughout the ages. We have become a great people. At the threshold of this twentieth century we stand with the future looming large before us. We face great problems within and great problems without. We can not if we would refuse to face those problems. All we can decide is whether we will do them well or ill; for the refusal to face them would itself mean that we were doing them ill. We are in the arena into which great nations must come. We must play our part. It rests with us to decide that we shall not play it ignobly; that we shall not flinch from the great problems that there are to do, but that we shall take our place in the forefront of the great nations and face each problem of the day with confident and resolute hope.

IN THE CHAPEL OF THE UNIVERSITY OF MINNESOTA, MINNEAPOLIS, MINN., APRIL 4, 1903

Mr. President; Ladies and Gentlemen:

I am glad to have the chance of greeting you this evening, but I regret that the engagements for me have been so numerous that it will be only a greeting. I wish I could be here to see your beautiful grounds and buildings by daylight, and to see a little of the life of the university.

There are plenty of tendencies for good, and, I am sorry to say, plenty of tendencies for evil in our modern life, and high among the former must

be placed the rapid growth of the great institutions of learning in this country. There is a twofold side to the work done in any institution of this kind. In the first place the institution is to turn out scholars and men proficient in the different technical branches for which it trains them. It should be the aim of every university which seeks to develop the liberal side of education to turn out men and women who will add to the sum of productive achievement in scholarship; who will not merely be content to work in the fields that have already been harrowed a thousand times by other workers, but who will strike out for themselves and try to do new work that counts; so in each technical school if the institution is worthy of standing in the front rank, it will turn out those who in that particular specialty stand at the head. But in addition to this merely technical work, to the turning out of the scholar, the professional man, the man or woman trained on some special line, each university worthy the name must endeavor to turn out men and women in the fullest sense of the word, good citizens, men and women who will add by what they do to the sum of noble work in the whole community.

It is a good thing that so much attention should be given to physical development. I believe in rough games and in rough, manly sports. I do not feel any particular sympathy for the person who gets battered about a good deal so long as it is not fatal, and if he feels any sympathy for himself I do not like him. I believe thoroughly in the sound

and vigorous body. I believe still more in the vigorous mind. And I believe most of all in what count for more than body, for more than mind, and that is character. That is the sum of the forces that make the man or the woman worth knowing, worth revering, worth holding to. Play hard while you play, but do not mistake it for work. If a young fellow is twenty it is a good thing that he should be a crack half-back; but when he is forty I am sorry if he has never been anything else except once at twenty a good half-back. Keep the sense of proportion. Play hard; it will do you good in your work. But work hard and remember that this is the main thing.

Finally, in closing, I think it is a safe thing to take a motto that I heard from the lips of an old football player once: "Don't flinch, don't foul, and hit the line hard."

AT MINNEAPOLIS, MINN., APRIL 4, 1903

My Fellow-Citizens:

At the special session of the Senate held in March the Cuban reciprocity treaty was ratified. When this treaty goes into effect, it will confer substantial economic benefits alike upon Cuba, because of the widening of her market in the United States, and upon the United States, because of the equal widening and the progressive control it will give to our people in the Cuban market. This treaty is beneficial to both parties and justifies itself on sev-

eral grounds. In the first place we offer to Cuba her natural market. We can confer upon her a benefit which no other nation can confer; and for the very reason that we have started her as an independent republic and that we are rich, prosperous, and powerful, it behooves us to stretch out a helping hand to our feebler younger sister. In the next place, it widens the market for our products, both the products of the farm and certain of our manufactures; and it is therefore in the interests of our farmers, manufacturers, merchants, and wage-workers. Finally, the treaty was not merely warranted but demanded, apart from all other considerations, by the enlightened consideration of our foreign policy. More and more in the future we must occupy a preponderant position in the waters and along the coasts in the region south of us; not a position of control over the republics of the south, but of control of the military situation so as to avoid any possible complications in the future. Under the Platt amendment Cuba agreed to give us certain naval stations on her coast. The Navy Department decided that we needed but two, and we have specified where these two are to be. President Palma has concluded an agreement giving them to us—an agreement which the Cuban legislative body will doubtless soon ratify. In other words, the Republic of Cuba has assumed a special relation to our international political system, under which she gives us outposts of defence, and we are morally bound to extend to her in a degree the benefit of our own

economic system. From every standpoint of wise and enlightened home and foreign policy the ratification of the Cuban treaty marked a step of substantial progress in the growth of our nation toward greatness at home and abroad.

Equally important was the action on the tariff upon products of the Philippines. We gave them a reduction of twenty-five per cent, and would have given them a reduction of twenty-five per cent more had it not been for the opposition, in the hurried closing days of the last session, of certain gentlemen who, by the way, have been representing themselves both as peculiarly solicitous for the interests of the Philippine people and as special champions of the lowering of tariff duties. There is a distinctly humorous side to the fact that the reduction of duties which would benefit Cuba and the Philippines as well as ourselves was antagonized chiefly by those who in theory have been fond of proclaiming themselves the advanced guardians of the oppressed nationalities in the islands affected and the ardent advocates of the reduction of duties generally, but who instantly took violent ground against the practical steps to accomplish either purpose.

Moreover, a law was enacted putting anthracite on the free list and completely removing the duties on all other kinds of coal for one year.

We are now in a condition of prosperity unparalleled not merely in our own history but in the history of any other nation. This prosperity is deep

rooted and stands on a firm basis because it is due to the fact that the average American has in him the stuff out of which victors are made in the great industrial contests of the present day, just as in the great military contests of the past; and because he is now able to use and develop his qualities to best advantage under our well-established economic system. We are winning headship among the nations of the world because our people are able to keep their high average of individual citizenship and to show their mastery in the hard, complex, pushing life of the age. There will be fluctuations from time to time in our prosperity, but it will continue to grow just so long as we keep up this high average of individual citizenship and permit it to work out its own salvation under proper economic legislation.

The present phenomenal prosperity has been won under a tariff which was made in accordance with certain fixed and definite principles, the most important of which is an avowed determination to protect the interests of the American producer, business man, wage-worker, and farmer alike. The general tariff policy, to which, without regard to changes in detail, I believe this country is irrevocably committed, is fundamentally based upon ample recognition of the difference between the cost of production —that is, the cost of labor—here and abroad, and of the need to see to it that our laws shall in no event afford advantage in our own market to foreign industries over American industries, to foreign capital over American capital, to foreign labor over

our own labor. This country has and this country needs better-paid, better-educated, better-fed, and better-clothed workingmen, of a higher type, than are to be found in any foreign country. It has and it needs a higher, more vigorous, and more prosperous type of tillers of the soil than is possessed by any other country. The business men, the merchants and manufacturers, and the managers of the transportation interests show the same superiority when compared with men of their type abroad. The events of the last few years have shown how skilfully the leaders of American industry use in international business competition the mighty industrial weapons forged for them by the resources of our country, the wisdom of our laws, and the skill, the inventive genius, and the administrative capacity of our people.

It is, of course, a mere truism to say that we want to use everything in our power to foster the welfare of our entire body politic. In other words, we need to treat the tariff as a business proposition, from the standpoint of the interests of the country as a whole, and not with reference to the temporary needs of any political party. It is almost as necessary that our policy should be stable as that it should be wise. A nation like ours could not long stand the ruinous policy of readjusting its business to radical changes in the tariff at short intervals, especially when, as now, owing to the immense extent and variety of our products, the tariff schedules carry rates of duty on thousands of different ar-

ticles. Sweeping and violent changes in such a tariff, touching so vitally the interests of all of us, embracing agriculture, labor, manufactures, and commerce, would be disastrous in any event, and they would be fatal to our present well-being if approached on the theory that the principle of the protective tariff was to be abandoned. The business world, that is, the entire American world, can not afford, if it has any regard for its own welfare, even to consider the advisability of abandoning the present system.

Yet, on the other hand, where the industrial conditions so frequently change, as with us must of necessity be the case, it is a matter of prime importance that we should be able from time to time to adapt our economic policy to the changed conditions. Our aim should be to preserve the policy of a protective tariff, in which the Nation as a whole has acquiesced, and yet wherever and whenever necessary to change the duties in particular paragraphs or schedules as matters of legislative detail, if such change is demanded by the interests of the Nation as a whole.

In making any readjustment there are certain important considerations which can not be disregarded. If a tariff law has on the whole worked well, and if business has prospered under it and is prospering, it may be better to endure some inconveniences and inequalities for a time than by making changes to risk causing disturbance and

perhaps paralysis in the industries and business of the country. The fact that the change in a given rate of duty may be thought desirable does not settle the question whether it is advisable to make the change immediately. Every tariff deals with duties on thousands of articles arranged in hundreds of paragraphs and in many schedules. These duties affect a vast number of interests which are often conflicting. If necessary for our welfare, then of course Congress must consider the question of changing the law as a whole or changing any given rates of duty, but we must remember that whenever even a single schedule is considered some interests will appear to demand a change in almost every schedule in the law; and when it comes to upsetting the schedules generally the effect upon the business interests of the country would be ruinous.

One point we must steadily keep in mind. The question of tariff revision, speaking broadly, stands wholly apart from the question of dealing with the trusts. No change in tariff duties can have any substantial effect in solving the so-called trust problem. Certain great trusts or great corporations are wholly unaffected by the tariff. Practically all the others that are of any importance have as a matter of fact numbers of smaller American competitors; and of course a change in the tariff which would work injury to the large corporation would work not merely injury but destruction to its smaller competitors; and equally of course such a change

would mean disaster to all the wage-workers connected with either the large or the small corporations. From the standpoint of those interested in the solution of the trust problem such a change would therefore merely mean that the trust was relieved of the competition of its weaker American competitors, and thrown only into competition with foreign competitors; and that the first effort to meet this new competition would be made by cutting down wages, and would therefore be primarily at the cost of labor. In the case of some of our greatest trusts such a change might confer upon them a positive benefit. Speaking broadly, it is evident that the changes in the tariff will affect the trusts for weal or for woe simply as they affect the whole country. The tariff affects trusts only as it affects all other interests. It makes all these interests, large or small, profitable; and its benefits can be taken from the large only under penalty of taking them from the small also.

To sum up, then, we must as a people approach a matter of such prime economic importance as the tariff from the standpoint of our business needs. We can not afford to become fossilized or to fail to recognize the fact that as the needs of the country change it may be necessary to meet these new needs by changing certain features of our tariff laws. Still less can we afford to fail to recognize the further fact that these changes must not be made until the need for them outweighs the dis-

advantages which may result; and when it becomes necessary to make them they should be made with full recognition of the need of stability in our economic system and of keeping unchanged the principle of that system which has now become a settled policy in our national life. We have prospered marvelously at home. As a nation we stand in the very forefront in the giant international industrial competition of the day. We can not afford by any freak or folly to forfeit the position to which we have thus triumphantly attained.

AT SIOUX FALLS, S. D., APRIL 6, 1903

Fellow-Citizens:

There are many, many lesser problems which go to make up in their entirety the huge and complex problems of our modern industrial life. Each of these problems is, moreover, connected with many of the others. Few indeed are simple or stand only by themselves. The most important are those connected with the relation of the farmers, the stock growers and soil tillers, to the community at large, and those affecting the relations between employer and employed. In a country like ours it is fundamentally true that the well-being of the tiller of the soil and the wage-worker is the well-being of the State. If they are well off, then we need concern ourselves but little as to how other classes stand, for they will inevitably be well off too; and, on the other hand, there can be no real general prosperity unless

based on the foundation of the prosperity of the wage-worker and the tiller of the soil.

But the needs of these two classes are often not the same. The tiller of the soil has been of all our citizens the one on the whole the least affected in his ways of life and methods of industry by the giant industrial changes of the last half century. There has been change with him, too, of course. He also can work to best advantage if he keeps in close touch with his fellows; and the success of the national Department of Agriculture has shown how much can be done for him by rational action of the Government. Nor is it only through the Department that the Government can act. One of the greatest and most beneficent measures passed by the last Congress, or indeed by any Congress in recent years, is the Irrigation Act, which will do for the States of the Great Plains and the Rocky Mountain region at least as much as ever has been done for the States of the humid region by river and harbor improvements. Few measures that have been put upon the statute books of the Nation have done more for the people than this law will, I firmly believe, directly and indirectly accomplish for the States in question.

The Department of Agriculture devotes its whole energy to working for the welfare of farmers and stock growers. In every section of our country it aids them in their constantly increasing search for a better agricultural education. It helps not only them, but all the nation, in seeing that our exports of meats have clean bills of health, and that there is

rigid inspection of all meats that enter into interstate commerce. Thirty-eight million carcasses were inspected during the last fiscal year. Our stock growers sell forty-five million dollars' worth of live stock annually, and these animals must be kept healthy or else our people will lose their trade. Our export of plant products to foreign countries amounts to over six hundred million dollars a year, and there is no branch of its work to which the Department of Agriculture devotes more care. Thus the Department has been successfully introducing a macaroni wheat from the headwaters of the Volga, which grows successfully in ten inches of rainfall, and by this means wheat growing has been successfully extended westward into the semi-arid region. Two million bushels of this wheat were grown last year; and being suited to dry conditions it can be used for forage as well as for food for man.

The Department of Agriculture has been helping our fruit men to establish markets abroad by studying methods of fruit preservation through refrigeration and through methods of handling and packing. On the Gulf coasts of Louisiana and Texas, thanks to the Department of Agriculture, a rice suitable to the region was imported from the Orient and the rice crop is now practically equal to our needs in this country, whereas a few years ago it supplied but one-fourth of them. The most important of our farm products is the grass crop; and to show what has been done with grasses, I need only allude to the

striking change made in the entire West by the extended use of alfalfa.

Moreover, the Department has taken the lead in the effort to prevent the deforestation of the country. Where there are forests we seek to preserve them; and on the once treeless plains and the prairies we are doing our best to foster the habit of tree planting among our people. In my own lifetime I have seen wonderful changes brought about by this tree planting here in your own State and in the States immediately around it.

There are a number of very important questions, such as that of good roads, with which the States alone can deal, and where all that the National Government can do is to co-operate with them. The same is true of the education of the American farmer. A number of the States have themselves started to help in this work and the Department of Agriculture does an immense amount which is in the proper sense of the word educational, and educational in the most practical way.

It is therefore clearly true that a great advance has been made in the direction of finding ways by which the Government can help the farmer to help himself—the only kind of help which a self-respecting man will accept, or, I may add, which will in the end do him any good. Much has been done in these ways, and farm life and farm processes continually change for the better. The farmer himself still retains, because of his surroundings and the nature of his work, to a pre-eminent degree the

qualities which we like to think of as distinctly American in considering our early history. The man who tills his own farm, whether on the prairie or in the woodland, the man who grows what we eat and the raw material which is worked up into what we wear, still exists more nearly under the conditions which obtained when the "embattled farmers" of '76 made this country a nation than is true of any others of our people.

But the wage-workers in our cities, like the capitalists in our cities, face totally changed conditions. The development of machinery and the extraordinary change in business conditions have rendered the employment of capital and of persons in large aggregations not merely profitable but often necessary for success, and have specialized the labor of the wage-worker at the same time that they have brought great aggregations of wage-workers together. More and more in our great industrial centres men have come to realize that they can not live as independently of one another as in the old days was the case everywhere, and as is now the case in the country districts.

Of course, fundamentally each man will yet find that the chief factor in determining his success or failure in life is the sum of his own individual qualities. He can not afford to lose his individual initiative, his individual will and power; but he can best use that power if for certain objects he unites with his fellows. Much can be done by organization, combination, union among the wage-workers;

finally something can be done by the direct action of the State. It is not possible empirically to declare when the interference of the State should be deemed legitimate and when illegitimate.

The line of demarcation between unhealthy over-interference and unhealthy lack of regulation is not always well defined, and shifts with the change in our industrial needs. Most certainly we should never invoke the interference of the State or Nation unless it is absolutely necessary; but it is equally true that when confident of its necessity we should not on academic grounds refuse it. Wise factory laws, laws to forbid the employment of child labor and to safeguard the employees against the effects of culpable negligence by the employer, are necessary, not merely in the interest of the wage-worker, but in the interest of the honest and humane employer, who should not be penalized for his honesty and humanity by being exposed to unchecked competition with an unscrupulous rival. It is far more difficult to deal with the greed that works through cunning than with the greed that works through violence. But the effort to deal with it must be steadily made.

Very much of our effort in reference to labor matters should be by every device and expedient to try to secure a constantly better understanding between employer and employee. Everything possible should be done to increase the sympathy and fellow-feeling between them, and every chance taken to allow each to look at all questions, especially at questions in dispute, somewhat through the other's eyes.

If met with a sincere desire to act fairly by one another, and if there is, furthermore, power by each to appreciate the other's standpoint, the chance for trouble is minimized. I suppose every thinking man rejoices when by mediation or arbitration it proves possible to settle troubles in time to avert the suffering and bitterness caused by strikes. Moreover, a conciliation committee can do best work when the trouble is in its beginning, or at least has not come to a head. When the break has actually occurred, damage has been done, and each side feels sore and angry; and it is difficult to get them together—difficult to make either forget its own wrongs and remember the rights of the other. If possible the effort at conciliation or mediation or arbitration should be made in the earlier stages, and should be marked by the wish on the part of both sides to try to come to a common agreement which each shall think in the interests of the other as well as of itself.

When we deal with such a subject we are fortunate in having before us an admirable object-lesson in the work that has just been closed by the Anthracite Coal Strike Commission. This was the Commission which was appointed last fall at the time when the coal strike in the anthracite regions threatened our Nation with a disaster second to none which has befallen us since the days of the Civil War. Their report was made just before the Senate adjourned at the special session; and no Government document of recent years marks a more important piece of work better done, and there is none which

teaches sounder social morality to our people. The commission consisted of seven as good men as were to be found in the country, representing the bench, the church, the army, the professions, the employers, and the employed. They acted as a unit, and the report which they unanimously signed is a masterpiece of sound common-sense and of sound doctrine on the very questions with which our people should most deeply concern themselves. The immediate effect of this commission's appointment and action was of vast and incalculable benefit to the Nation; but the ultimate effect will be even better, if capitalist, wage-worker, and lawmaker alike will take to heart and act upon the lessons set forth in the report they have made.

Of course the National Government has but a small field in which it can work in labor matters. Something it can do, however, and that something ought to be done. Among other things I should like to see the District of Columbia, which is completely under the control of the National Government, receive a set of model labor laws. Washington is not a city of very large industries, but still it has some. Wise labor legislation for the city of Washington would be a good thing in itself, and it would be a far better thing, because a standard would thereby be set for the country as a whole.

In the field of general legislation relating to these subjects the action of Congress is necessarily very limited. Still there are certain ways in which we can act. Thus the Secretary of the Navy has rec-

ommended, with my cordial and hearty approval, the enactment of a strong employers'-liability law in the navy yards of the Nation. It should be extended to similar branches of the Government work. Again, sometimes such laws can be enacted as an incident to the Nation's control over interstate commerce. In my last annual Message to Congress I advocated the passage of a law in reference to car couplings—to strengthen the features of the one already on the statute books so as to minimize the exposure to death and maiming of railway employees. Much opposition had to be overcome. In the end an admirable law was passed "to promote the safety of employees and travelers upon railroads by compelling common carriers engaged in interstate commerce to equip their cars with automatic couplers and continuous brakes and their locomotives with driving-wheel brakes." This law received my signature a couple of days before Congress adjourned. It represents a real and substantial advance in an admirable kind of legislation.

AT FARGO, NORTH DAKOTA, APRIL 7, 1903

My Fellow-Citizens:

The Northwest, whose sons in the Civil War added such brilliant pages to the honor roll of the Republic, likewise bore a full share in the struggle of which the war with Spain was the beginning; a struggle slight indeed when compared with the gigantic death wrestle which for four years stamped

to and fro across the Southern States in the Civil War; but a struggle fraught with consequences to the Nation, and indeed to the world, out of all proportion to the smallness of the effort upon our part.

Three and a half years ago President McKinley spoke in the adjoining State of Minnesota on the occasion of the return of the Thirteenth Minnesota Volunteers from the Philippine Islands, where they had served with your own gallant sons of the North Dakota regiment. After heartily thanking the returned soldiers for their valor and patriotism, and their contemptuous refusal to be daunted or misled by the outcry raised at home by the men of little faith who wished us to abandon the islands, he spoke of the islands themselves as follows:

"That Congress will provide for them a government which will bring them blessings, which will promote their material interests as well as advance their people in the path of civilization and intelligence, I confidently believe. They will not be governed as vassals or serfs or slaves. They will be given a government of liberty, regulated by law, honestly administered, without oppressing exactions, taxation without tyranny, justice without bribe, education without distinction of social condition, freedom of religious worship, and protection in 'life, liberty, and the pursuit of happiness.'"

What he said then lay in the realm of promise. Now it lies in the realm of positive performance.

It is a good thing to look back upon what has

been said and compare it with the record of what has actually been done. If promises are violated, if plighted word is not kept, then those who have failed in their duty should be held up to reprobation. If, on the other hand, the promises have been substantially made good; if the achievement has kept pace and more than kept pace with the prophecy, then they who made the one and are responsible for the other are entitled of just right to claim the credit which attaches to those who serve the Nation well. This credit I claim for the men who have managed so admirably the military and the civil affairs of the Philippine Islands, and for those other men who have so heartily backed them in Congress, and without whose aid and support not one thing could have been accomplished.

When President McKinley spoke, the first duty was the restoration of order; and to this end the use of the Army of the United States—an Army composed of regulars and volunteers alike—was necessary. To put down the insurrection and restore peace to the islands was a duty not only to ourselves but to the islanders also. We could not have abandoned the conflict without shirking this duty, without proving ourselves recreants to the memory of our forefathers. Moreover, if we had abandoned it we would have inflicted upon the Filipinos the most cruel wrong and would have doomed them to a bloody jumble of anarchy and tyranny. It seems strange, looking back, that any of our people should have failed to recognize a duty so obvious; but there

was such failure, and the Government at home, the civil authorities in the Philippines, and above all our gallant Army, had to do their work amid a storm of detraction. The Army in especial was attacked in a way which finally did good, for in the end it aroused the hearty resentment of the great body of the American people, not against the Army, but against the Army's traducers. The circumstances of the war made it one of peculiar difficulty, and our soldiers were exposed to peculiar wrongs from their foes. They fought in dense tropical jungles against enemies who were very treacherous and very cruel, not only toward our own men, but toward the great numbers of friendly natives, the most peaceable and most civilized among whom eagerly welcomed our rule. Under such circumstances, among a hundred thousand hot-blooded and powerful young men serving in small detachments on the other side of the globe, it was impossible that occasional instances of wrongdoing should not occur. The fact that they occurred in retaliation for wellnigh intolerable provocation can not for one moment be admitted in the way of excuse or justification. All good Americans regret and deplore them, and the War Department has taken every step in its power to punish the offenders and to prevent or minimize the chance of repetition of the offence. But these offences were the exception and not the rule. As a whole our troops showed not only signal courage and efficiency, but great humanity and the most sincere desire to promote the

welfare and liberties of the islanders. In a series of exceedingly harassing and difficult campaigns they completely overthrew the enemy, reducing them finally to a condition of mere brigandage; and wherever they conquered they conquered only to make way for the rule of the civil government, for the introduction of law, and of liberty under the law. When, by last July, the last vestige of organized insurrection had disappeared, peace and amnesty were proclaimed.

As rapidly as the military rule was extended over the islands by the defeat of the insurgents, just so rapidly was it replaced by the civil government. At the present time the civil government is supreme and the army in the Philippines has been reduced until it is sufficient merely to provide against the recurrence of trouble. In Governor Taft and his associates we sent to the Filipinos as upright, as conscientious, and as able a group of administrators as ever any country has been blessed with having. With them and under them we have associated the best men among the Filipinos, so that the great majority of the officials, including many of the highest rank, are themselves natives of the islands. The administration is incorruptibly honest; justice is as jealously safeguarded as here at home. The government is conducted purely in the interests of the people of the islands; they are protected in their religious and civil rights; they have been given an excellent and well administered school system, and each of them now enjoys rights to "life, liberty, and

the pursuit of happiness" such as were never before known in all the history of the islands.

The Congress which has just adjourned has passed legislation of high importance and great wisdom in the interests of the Filipino people. First and foremost, they conferred upon them by law the present admirable civil government; in addition they gave them an excellent currency; they passed a measure allowing the organization of a native constabulary; and they provided, in the interests of the islands, for a reduction of twenty-five per cent in the tariff on Filipino articles brought to this country. I asked that a still further reduction should be made. It was not granted by the last Congress, but I think that in some shape it will be granted by the next. And even without it, the record of legislation in the interests of the Filipinos is one with which we have a right to feel great satisfaction.

Moreover, Congress appropriated three million dollars, following the precedent it set when the people of Porto Rico were afflicted by sudden disaster; this money to be used by the Philippine government in order to meet the distress occasioned primarily by the terrible cattle disease which almost annihilated the carabao or water-buffalo, the chief and most important domestic animal in the islands. Coming as this disaster did upon the heels of the havoc wrought by the insurrectionary war, great suffering has been caused; and this misery, for which this Government is in no way responsible, will doubtless in turn increase the difficulties of the Philippine

government for the next year or so. In consequence there will doubtless here and there occur sporadic increases of the armed brigandage to which the islands have been habituated from time immemorial, and here and there for their own purposes the bandits may choose to style themselves patriots or insurrectionists; but these local difficulties will be of little consequence save as they give occasion to a few men here at home again to try to mislead our people. Not only has the military problem in the Philippines been worked out quicker and better than we had dared to expect, but the progress socially and in civil government has likewise exceeded our fondest hopes.

The best thing that can be done in handling such a problem as that in the Philippine Islands, so peculiar, so delicate, so difficult and so remote, is to put the best man possible in charge and then give him the heartiest possible support, and the freest possible hand. This is what has been done with Governor Taft. There is not in this Nation a higher or finer type of public servant than Governor Taft. He has rendered literally inestimable service, not only to the people of the Philippine Islands but also to the people of the United States, by what he has done in those islands. He has been able to do it, because from the beginning he has been given absolute support by the War Department, under Secretary Root. With the cessation of organized resistance the civil government assumed its proper position of headship. The army in the Philippines

is now one of the instruments through which Governor Taft does his admirable work. The civil government, of which Governor Taft is the head, is supreme, and will do well in the future as it has in the past, because it will be backed up in the future as it has been in the past.

Remember always that in the Philippines the American Government has tried and is trying to carry out exactly what the greatest genius and most revered patriot ever known in the Philippine Islands—José Rizal—steadfastly advocated. This man shortly before his death, in a message to his countrymen, under date of December 16, 1896, condemned unsparingly the insurrection of Aguinaldo, terminated just before our navy appeared upon the scene, and pointed out the path his people should follow to liberty and enlightenment. Speaking of the insurrection and of the pretence that Filipino independence of a wholesome character could thereby be obtained, he wrote:

"When, in spite of my advice, a movement was begun, I offered of my own accord, not only my services, but my life and even my good name to be used in any way they might believe effective in stifling the rebellion. I thought of the disaster which would follow the success of the revolution, and I deemed myself fortunate if by any sacrifice I could block the progress of such a useless calamity.

"My countrymen, I have given proof that I was one who sought liberty for our country and I still seek it. But as a first step I insisted upon the de-

velopment of the people in order that, by means of education and of labor, they might acquire the proper individual character and force which would make them worthy of it. In my writings I have commended to you study and civic virtue, without which our redemption does not exist. . . . I can not do less than condemn, and I do condemn, this absurd and savage insurrection planned behind my back, which dishonors us before the Filipinos and discredits us with those who otherwise would argue in our behalf. I abominate its cruelties and disavow any kind of connection with it, regretting with all the sorrow of my soul that these reckless men have allowed themselves to be deceived. Let them return, then, to their homes, and may God pardon those who have acted in bad faith."

This message embodied precisely and exactly the avowed policy upon which the American Government has acted in the Philippines. What the patriot Rizal said with such force in speaking of the insurrection before we came to the islands applies with tenfold greater force to those who foolishly or wickedly opposed the mild and beneficent government we were instituting in the islands. The judgment of the martyred public servant, Rizal, whose birthday the Philippine people celebrate, and whom they worship as their hero and ideal, sets forth the duty of American sovereignty; a duty from which the American people will never flinch.

While we have been doing these great and beneficent works in the islands, we have yet been steadily

reducing the cost at which they are done. The last Congress repealed the law for the war taxes, and the War Department has reduced the Army from the maximum number of one hundred thousand allowed under the law to very nearly the minimum of sixty thousand.

Moreover, the last Congress enacted some admirable legislation affecting the Army, passing first of all the militia bill and then the bill to create a general staff. The militia bill represents the realization of a reform which had been championed ineffectively by Washington, and had been fruitlessly agitated ever since. At last we have taken from the statute books the obsolete militia law of the Revolutionary days and have provided for efficient aid to the National Guard of the States. I believe that no other great country has such fine natural material for volunteer soldiers as we have, and it is the obvious duty of the nation and of the States to make such provision as will enable this volunteer soldiery to be organized with all possible rapidity and efficiency in time of war; and, furthermore, to help in every way the National Guard in time of peace. The militia law enacted by the Congress marks the first long step ever taken in this direction by the National Government. The general-staff law is of immense importance and benefit to the Regular Army. Individually, I would not admit that the American regular, either officer or enlisted man, is inferior to any other regular soldier in the world. In fact, if it were worth while to boast, I should be tempted to say

that he was the best. But there must be proper training, proper organization and administration, in order to get the best service out of even the best troops. This is particularly the case with such a small army as ours, scattered over so vast a country. We do not need a large Regular Army, but we do need to have our small Regular Army the very best that can possibly be produced. Under the worn-out and ineffective organization which has hitherto existed, a sudden strain is absolutely certain to produce the dislocation and confusion we saw at the outbreak of the war with Spain; and when such dislocation and confusion occurs it is easy and natural, but entirely improper, to blame the men who happen to be in office, instead of the system which is really responsible. Under the law just enacted by Congress this system will be changed immensely for the better, and every patriotic American ought to rejoice; for when we come to the Army and the Navy we deal with the honor and interests of all our people: and when such is the case party lines are as nothing, and we all stand shoulder to shoulder as Americans, moved only by pride in and love for our common country.

AT MEDORA, NORTH DAKOTA, APRIL 7, 1903

My Friends and Neighbors:

I am very glad to see you all. I made up my mind that come what would I would stop at Medora. I first came to Medora twenty years ago, so

I am a middling old settler. I meet boys, great big strapping men, and mothers of families who were children about three feet high when I knew them here. It is a very pleasant thing for me to see you. I shall not try to make you more than a very short talk, because I want to have the chance to shake hands with you. Most all of you are old friends. I have stopped at your houses and shared your hospitality. With some of the men I have ridden guard around the cattle at night, worked with them in the round-up, and hunted with them, so that I know them pretty well. It is the greatest possible pleasure to me to come back and see how you are getting along, to see the progress made by the State, to see the progress made up at this end in the place that I know so well, and it does me good to come here and see you. There is not a human being who is more proud of what you have done, and more pleased with your welfare and progress, than I am.

AT JAMESTOWN, N. D., APRIL 7, 1903

Mr. Chairman and my Fellow-Citizens:

I have only time to develop one thought to you to-day, and that is suggested to me by a letter sent me by a labor organization here in your city thanking me for some of the work that has been done in Congress this year, in connection with labor matters, in connection with what is called trust legislation. All that we have been trying to do, with a certain fair amount of success, through legislation and

through administration, has been to do square and equal justice between man and man; to try to give every man a fair chance, to try to secure good treatment for him, if he deserves it, be he rich or poor, and to try to see that he does not wrong his fellow. After all, that is about what must be the essence of legislation, if it is to be really good legislation. Take such a matter as these so-called anti-trust laws —I always hate to have them called anti-trust laws or anti-corporation laws because they are not designed to hurt any corporation, they are simply designed for such regulations and control as will prevent the doing of ill. Take the anti-rebate law passed by the last Congress. It was merely designed to make effective previous legislation, to prevent any discrimination by any railroad in favor of or against any particular shipper—not trying to favor the big shipper or the little shipper; only trying to secure a fair deal for each, get fair play for each, so that each man shall have the chance to which he is entitled. That is not a bill aimed at the railroads, it is only aimed at any railroad that does anything wrong, in the same way that it is aimed at a shipper that does anything wrong—no more against the big shipper than the little shipper. It is meant to do square justice to each man, big or little, and to ensure, as far as by legislation we can secure, that he will do fair justice in return.

Take the report of the Anthracite Coal Strike Commission and the spirit in which that commission went to work. They were not trying to decide

for the operators or for the miners. They were trying to do justice to both the operator and the miner, and to secure justice for the general public.

Legislation to be thoroughly effective for good must proceed upon the principle of aiming to get for each man a fair chance to allow him to show the stuff there is in him. No legislation can make some men prosperous; no legislation can give wisdom to the foolish, courage to the timid, strength to the shiftless. All that legislation can do, and all that honest and fearless administration of the laws can do is to give each man as good a chance as possible to develop the qualities he has in him, and to protect him so far as is humanly possible against wrong of any kind at the hands of his fellows. That is what legislation can do, and that I think I may say we have successfully tried to do both by legislation and by the administration of the law.

I have seen you grow up. I am proud of you. I can assure you that so far as in me lies the efforts of the National Government, legislative and administrative, will be to help you and all others of our people in the only way in which they can be helped —to help them to help themselves, to help them so that each man shall have the fairest field to show the stuff that there is in him, the qualities that he has at his command.

AT LAYING OF CORNERSTONE OF GATEWAY TO YELLOWSTONE NATIONAL PARK, GARDINER, MONTANA, APRIL 24, 1903

Mr. Mayor, Mr. Superintendent, and my Fellow-Citizens:

I wish to thank the people of Montana generally, those of Gardiner and Cinnabar especially, and more especially still all those employed in the Park, whether in civil or military capacity, for my very enjoyable two weeks' holiday.

It is a pleasure now to say a few words to you at the laying of the cornerstone of the beautiful road which is to mark the entrance to this Park. The Yellowstone Park is something absolutely unique in the world, so far as I know. Nowhere else in any civilized country is there to be found such a tract of veritable wonderland made accessible to all visitors, where at the same time not only the scenery of the wilderness, but the wild creatures of the Park are scrupulously preserved; the only change being that these same wild creatures have been so carefully protected as to show a literally astounding tameness. The creation and preservation of such a great natural playground in the interest of our people as a whole is a credit to the nation; but above all a credit to Montana, Wyoming and Idaho. It has been preserved with wise foresight. The scheme of its preservation is noteworthy in its essential democracy. Private game preserves, though they may be handled in such a way as to be not only good things for

themselves, but good things for the surrounding community, can yet never be more than poor substitutes, from the standpoint of the public, for great national playgrounds such as this Yellowstone Park. This Park was created, and is now administered, for the benefit and enjoyment of the people. The government must continue to appropriate for it especially in the direction of completing and perfecting an excellent system of driveways. But already its beauties can be seen with great comfort in a short space of time and at an astoundingly small cost, and with the sense on the part of every visitor that it is in part his property, that it is the property of Uncle Sam and therefore of all of us. The only way that the people as a whole can secure to themselves and their children the enjoyment in perpetuity of what the Yellowstone Park has to give is by assuming the ownership in the name of the nation and by jealously safeguarding and preserving the scenery, the forests, and the wild creatures. When we have a good system of carriage roads throughout the Park—for of course it would be very unwise to allow either steam or electric roads in the Park—we shall have a region as easy and accessible to travel in as it is already every whit as interesting as any similar territory of the Alps or the Italian Riviera. The geysers, the extraordinary hot springs, the lakes, the mountains, the canyons, and cataracts unite to make this region something not wholly to be paralleled elsewhere on the globe. It must be kept for the benefit and en-

joyment of all of us; and I hope to see a steadily increasing number of our people take advantage of its attractions. At present it is rather singular that a greater number of people come from Europe to see it than come from our own Eastern States. The people near by seem awake to its beauties; and I hope that more and more of our people who dwell far off will appreciate its really marvelous character. Incidentally, I should like to point out that some time people will surely awake to the fact that the Park has special beauties to be seen in winter; and any hardy man who can go through it in that season on skis will enjoy himself as he scarcely could elsewhere.

I wish especially to congratulate the people of Montana, Wyoming, and Idaho, and notably you of Gardiner and Cinnabar and the immediate outskirts of the Park, for the way in which you heartily co-operate with the superintendent to prevent acts of vandalism and destruction. Major Pitcher has explained to me how much he owes to your co-operation and your lively appreciation of the fact that the Park is simply being kept in the interest of all of us, so that every one may have the chance to see its wonders with ease and comfort at the minimum of expense. I have always thought it was a liberal education to any man of the East to come West, and he can combine profit with pleasure if he will incidentally visit this Park, the Grand Canyon of the Colorado, and the Yosemite, and take the sea voyage to Alaska. Major Pitcher reports to me, by the way, that he has received invaluable assistance from

the game wardens of Montana and Wyoming, and that the present game warden of Idaho has also promised his hearty aid.

The preservation of the forests is of course the matter of prime importance in every public reserve of this character. In this region of the Rocky Mountains and the great plains the problem of the water supply is the most important which the home-maker has to face. Congress has not of recent years done anything wiser than in passing the irrigation bill; and nothing is more essential to the preservation of the water supply than the preservation of the forests. Montana has in its water power a source of development which has hardly yet been touched. This water power will be seriously impaired if ample protection is not given the forests. Therefore this Park, like the forest reserves generally, is of the utmost advantage to the country around from the merely utilitarian side. But of course this Park, also because of its peculiar features, is to be preserved as a beautiful natural playground. Here all the wild creatures of the old days are being preserved, and their overflow into the surrounding country means that the people of the surrounding country, so long as they see that the laws are observed by all, will be able to ensure to themselves and to their children and to their children's children much of the old-time pleasure of the hardy life of the wilderness and of the hunter in the wilderness. This pleasure, moreover, can under such conditions be kept for all who have the love of adven-

ture and the hardihood to take advantage of it, with small regard for what their fortune may be. I can not too often repeat that the essential feature in the present management of the Yellowstone Park, as in all similar places, is its essential democracy—it is the preservation of the scenery, of the forests, of the wilderness life and the wilderness game for the people as a whole, instead of leaving the enjoyment thereof to be confined to the very rich who can control private reserves. I have been literally astounded at the enormous quantities of elk and at the number of deer, antelope and mountain sheep which I have seen on their wintering grounds; and the deer and sheep in particular are quite as tame as range stock. A few buffalo are being preserved. I wish very much that the government could somewhere provide for an experimental breeding station of cross-breeds between buffalo and the common cattle. If these cross-breeds could be successfully perpetuated we should have animals which would produce a robe quite as good as the old buffalo robe with which twenty years ago every one was familiar, and animals moreover which would be so hardy that I think they would have a distinct commercial importance. They would, for instance, be admirably suited for Alaska, a territory which I look to see develop astoundingly within the next decade or two, not only because of its furs and fisheries, but because of its agricultural and pastoral possibilities.

AT OMAHA, NEB., APRIL 27, 1903

Mr. Chairman, and you, my Fellow-Citizens:

It is a great pleasure to come before you this evening. Since Saturday I have been traveling through your great and beautiful State. I know your people; I have been with them; I have worked with them; and it is indeed a joy to come here now and see from one end of your State to the other the signs of your abounding prosperity. I feel that the future of Nebraska is secure. There will be temporary ups and downs, and of course if any of you are guilty of folly, from your own folly nothing can save you but yourselves. But if you act as I believe and trust that you will act, this State has a future before it second to that of no other State in this great Nation.

I address you to-night on the anniversary of the birth of the great silent soldier—Ulysses Grant, and I am glad to have the chance of saying a few words to an audience such as this in this great typical city of the West on the occasion of the birthday of the great Western general, the great American general. It is a good thing to pay homage with our lips to the illustrious dead. It is a good thing to keep in mind what we owe to the memories of Washington and his fellows, who founded this mighty Republic; to Abraham Lincoln and Grant and their fellows, who saved it. It is a far better thing to pay the homage that counts—the homage of our lives and our deeds. Illustrious memories of the Nation's past are but

curses if they serve the men of the Nation at present as excuses for shirking the problems of the day. They are blessings if they serve to spur on the men of now to see that they act as well in their time as the men of yesterday did in theirs.

Each generation has its peculiar problems; each generation has certain tasks allotted to it to do. Shame to it if it treats the glorious deeds of a generation that went before as an excuse for its own failure to do the peculiar task it finds ready to hand. Upon the way in which we solve our problems will depend whether our children and our children's children shall look back or shall not look back to us with the veneration which we feel for the men of the mighty years of the Civil War. Our task is a lighter one than theirs, but it is an important one, and do it we must, if we wish to rise level to the standard set us by our forefathers. You in Nebraska have passed through periods of terrible privation, of misery and hardship. They were evil times. And yet, there is no experience, no evil, that out of it good can not come, if only we look at it right. Things are better now. Things can be kept better, but only on condition that we face facts with coolness and sanity, with clear-eyed vision that tells us what is true and what is false. When things go wrong there is a tendency in humanity to wish to blame some of its fellows. It is a natural tendency, and by no means always a wholesome tendency. There is always a tendency to feel that somehow by legislation, by the enactment of some law, by the

trying of some patent scheme things can be made permanently better. Now, something can be done by law. A good deal can be done by law. Even more can be done by the honest administration of the law; an administration which knows neither fear nor favor, which treats each man exactly as that man's record entitles him to be treated; the kind of enforcement of the law which I think I may promise that you will have while Mr. Knox remains Attorney-General. But more than the law, far more than the administration of the law, depends upon the individual quality of the average citizen. The chief factor in winning success for your State, for the people in the State, must be what the chief factor in winning the success of a people has been from the beginning of time—the character of the individual man, of the individual woman.

I have spoken of the homage we should pay to the memory of Grant. It is the homage we should pay to the memory of Lincoln, the homage we should pay to all of our fellow-countrymen who have at any time rendered great service to the Republic, and it can be rendered in most efficient form not by merely praising them for having dealt with problems which now we do not have to face, but by facing our problems in the same spirit in which they faced theirs. Nothing was more noteworthy in all of Lincoln's character than the way in which he combined fealty to the loftiest ideal with a thoroughly practical capacity to achieve that ideal by practical methods. He did not war with phantoms; he did not struggle

among the clouds; he faced facts; he endeavored to get the best results he could out of the warring forces with which he had to deal. When he could not get the best he was forced to content himself, and did content himself, with the best possible. What he did in his day we must do in ours. It is not possible to lay down any rule of conduct so specific that it will enable us to meet each particular issue as it arises. All that can be done is to lay down certain general rules, and then to try, each man for himself, to apply those general rules to the specific cases that come up.

Our complex industrial civilization has not only been productive of much benefit, but has also brought us face to face with many puzzling problems; problems that are puzzling, partly because there are men that are wicked, partly because there are good men who are foolish or short-sighted. There are many such to-day—the problems of labor and capital, the problems which we group together rather vaguely when we speak of the problems of the trusts, the problems affecting the farmers on the one hand, the railroads on the other. It would not be possible in any one place to deal with the particular shapes which these problems take at that time and in that place. And yet, there are certain general rules which can be laid down for dealing with them, and those rules are the immutable rules of justice, of sanity, of courage, of common-sense. Six months ago it fell to my lot to appoint a commission to investigate into and conclude about matters connected

with the great and menacing strike in the anthracite coal fields of Pennsylvania. On that commission I appointed representatives of the church, of the bench, of the army, a representative of the capitalists of the region, and a representative of organized labor. They published a report which was not only of the utmost moment because of dealing with the great and vital problem with which they were appointed to deal, but also because in its conclusions it initiated certain general rules in so clear and masterful a fashion that I wish most earnestly it could receive the broadest circulation as a tract wherever there exists or threatens to exist trouble in any way akin to that with which those commissioners dealt.

If I might give a word of advice to Omaha, I should like to see your daily press publish in full the concluding portion of that report of the Anthracite Coal Strike Commission, signed by all the members thereof, by those in a special sense the champion of the wage-worker, and by those in a special sense identified with capital, organized or unorganized; because, men and women of Omaha, those people did not speak first as capitalist or as laborer, did not speak first as judge, as army man, as church man, but all of them signed that report as American citizens anxious to see right and justice prevail. No one quality will get us out of any difficulty. We need more than one; we need a good many. We need, as I said, the power first of each man's honestly trying to look at the problem from his fellow's

standpoint. Capitalist and wage-worker alike should honestly endeavor each to look at any matter from the other's standpoint, with a freedom on the one hand from the contemptible arrogance which looks down upon the man of less means, and on the other, from the no less contemptible envy, jealousy and rancor, which hates another because he is better off. Each quality is the supplement of the other, and in point of baseness there is not the weight of a finger to choose between them. Look at the report signed by those men; look at it in the spirit in which they wrote it, and if you can only make yourselves, make this community, approach the problems of to-day in the spirit that those men, your fellows, showed in approaching the problem of yesterday, your problems will be solved.

Any man who tries to excite class hatred, sectional hate, hate of creeds, any kind of hatred in our community, though he may affect to do it in the interest of the class he is addressing, is in the long run with absolute certainty that class's own worst enemy. In the long run, and as a whole, we are going to go up or go down together. Of course there will be individual exceptions, small, local exceptions, exceptions in kind, exceptions in place; but as a whole, if the commonwealth prospers some measure of prosperity comes to all of us. If it is not prosperous, then the adversity, though it may fall unequally upon us, will weigh more or less upon all. It lies with us ourselves to determine our own fate. I can not too often say that the wisest law, the best

administration of the law, can do naught more than give us a fair field in which to work out that fate aright. If as individuals, or as a community, we mar our future by our own folly, let us remember that it is upon ourselves that the responsibility must rest.

FROM ADDRESS AT QUINCY, ILL., APRIL 29, 1903

Mr. Chairman and my Fellow-Citizens:

There is one matter which I think presses for national legislative attention—the matter of the currency. From your sister State of Iowa I have a Secretary of the Treasury, who, as he showed last fall, can be counted on to act with courage and with wisdom whenever the need arises, and to use fearlessly and coolly whatever the law now allows him to use. Our currency laws have been recently improved by specific declarations intended to secure permanency of values; but this does not imply that these laws may not be further improved and strengthened. It is wellnigh universally admitted, certainly in any business community such as this, that our currency system is wanting in elasticity; that is, the volume does not respond to the varying needs of the country as a whole, nor to the varying needs of the different localities as well as of different times. Our people scarcely need to be reminded that grain-raising communities require a larger volume of currency at harvest time than during the summer months; and the same principle in greater or less extent applies to every community. Our currency laws need such

modification as will ensure definitely the parity of every dollar coined or issued by the government, and such expansion or contraction of the currency as will promptly and automatically respond to the varying needs of commerce. Permanent increase would be dangerous, permanent contraction ruinous, but the needed elasticity must be brought about by provisions which will permit both contraction and expansion as the varying needs of the several communities and business interests at different times and in different localities require.

AT ODEON HALL, ST. LOUIS, MO., BEFORE THE NATIONAL AND INTERNATIONAL GOOD ROADS CONVENTION, APRIL 29, 1903

Mr. Chairman, Ladies and Gentlemen:

When we wish to use descriptive terms fit to characterize great empires and the men who made those empires great, invariably one of the terms used is to signify that that empire built good roads. When we speak of the Romans, we speak of them as rulers, as conquerors, as administrators, as road builders. There were empires that rose over night and fell over night, empires whose influence was absolutely evanescent, which have passed away without leaving a trace of their former existence; but wherever the Roman established his rule the traces of that rule remain deep to-day, stamped on the language and customs of the people, or stamped in tangible form upon the soil itself. And so passing through Brit-

ain fifteen centuries and over after the dominion of Rome passed away, the Roman roads as features still remain; going through Italy, where power after power has risen, and flourished, and vanished since the days when the temporal dominion of the Roman emperors transferred its seat from Rome to Byzantium—going through Italy after the Lombard, the Goth, the Byzantine, and all the people of the Middle Ages that have ruled that country—it is the imperishable Roman road that reappears.

The faculty, the art, the habit of road building marks in a nation those solid, stable qualities which tell for permanent greatness. Merely from the standpoint of historic analogy we should have a right to ask that this people which has tamed a continent, which has built up a country with a continent for its base, which boasts itself, with truth, as the mightiest republic that the world has ever seen, which I firmly believe will in the century now opening rise to a position of headship and leadership such as no other nation has ever yet attained—merely from historic analogy, I say, we should have a right to demand that such a nation build good roads. Much more have we the right to demand it from the practical standpoint. The great difference between the semi-barbarism of the Middle Ages and the civilization which succeeded it was the difference between poor and good means of communication. And we to whom space is less of an obstacle than ever it was in the history of any other nation, we who have spanned a continent, who have thrust our border

westward in the course of a century and a quarter until it has gone from the Atlantic to the Alleghanies, from the Alleghanies down into the valley of the Mississippi, across the great plains, over the Rockies to where the Golden Gate lets through the long heaving waters of the Pacific, and finally to Alaska, to the Arctic regions, to the tropic islands of the sea—we who take so little account of mere space must see to it that the best means of nullifying the existence of space are at our command.

Of course, during the last century there has been an altogether phenomenal growth of one kind of road wholly unknown to the people of an earlier period—the iron road. The railroad is, of course, something purely modern. A great many excellent people have proceeded upon the assumption that somehow or other having good railways should be a substitute for having good highways, good ordinary roads. A more untenable position can not be imagined. What the railway does is to develop the country; and of course its development implies that the developed country will need more and better roads.

A few years ago it was a matter of humiliation that there should be so little attention paid to our roads; that there should be a willingness not merely to refrain from making good roads, but to let the roads that were in existence become worse. I can not too heartily congratulate our people upon the existence of a body such as this, ramifying into every section of the country, having its connections in every State of the country, and bent upon that emi-

nently proper work of making the conditions of life easier and better for the people whom of all others we can least afford to see grow discontented with their lot in life—the people who live in the country districts. The extraordinary, the wholly unheard-of, rate of our industrial development during the past seventy-five years, together with the good sides has had some evil sides. It is a fine thing to see our cities built up, but not at the expense of the country districts. The healthy thing to see is the building up of both the country and city go hand in hand. But we can not expect the ablest, the most eager, the most ambitious young men to stay in the country, to stay on the farm, unless they have certain advantages. If the farm life is a life of isolation, a life in which it is a matter of great and real difficulty for one man to communicate with his neighbor, you can rest assured that there will be a tendency to leave it on the part of those very people whom we should most wish to see stay in it. It is a good thing to encourage in every way any tendency which will tend to check an unhealthy flow from the country to the city. There are several such tendencies in evidence at present. The growth of electricity as a means of transportation tends to a certain degree to exercise a centrifugal force to offset the centripetal force of steam. Exactly as steam and electricity have tended to gather men in masses, so now electricity, as applied to the purposes which steam has so long claimed as exclusively its own, tends again to scatter out the masses. The trolley

lines that go out into the country are doing a great deal to render it more possible to live in the country and yet not to lose wholly the advantages of the town. The telephone is not to be minimized as an instrument with a tendency in the same direction; and rural free delivery is playing its part along the same lines. But no one thing can do more to offset the tendency toward an unhealthy growth from the country into the city than the making and keeping of good roads. They are needed for the sake of their effect upon the industrial conditions of the country districts; and I am almost tempted to say they are needed for the sake of social conditions in the country districts. If winter means to the average farmer the existence of a long line of liquid morasses through which he is to move his goods if bent on business, or to wade and swim if bent on pleasure; if winter means that after an ordinary rain the farmer boy or girl can not use his or her bicycle; if a little heavy weather means a stoppage of all communication not only with industrial centres but with the neighbors, you must expect that there will be a great many young people of both sexes who will not find farm life attractive. It is for this reason that I feel the work you are doing is so pre-eminently one in the interest of the Nation as a whole. I congratulate you upon the fact that you are doing it. In our American life it would be hard to overestimate the amount of good that has been accomplished by associations of individuals who have gathered together to work for a common object which was to be of

benefit to the community as a whole; and among all the excellent objects for which men and women combine to work to-day, there are few indeed which have a better right to command the energies of those engaged in the movement, and the hearty sympathy and support of those outside, than this movement in which you are engaged.

AT ST. LOUIS UNIVERSITY, ST. LOUIS, MISSOURI, APRIL 29, 1903

Cardinal Gibbons, Ladies and Gentlemen:

It is indeed a pleasure to be received here as a guest of the first and oldest university founded in our country west of the Mississippi River in the Louisiana Purchase. I know your work. I have myself been much in the West, and I have come across the traces of your work, both among the communities of our own people and among the Indian tribes.

I thank you personally for your kind allusions to me, and would hold myself recreant to the principles upon which this government was founded did I not strive as Chief Executive to do fair and equal justice to all men without regard to the way in which any man chooses to worship his Maker.

AT THE DEDICATION CEREMONIES OF THE LOUISIANA PURCHASE EXPOSITION, ST. LOUIS, APRIL 30, 1903

Mr. President, Ladies, and Gentlemen:

At the outset of my address let me recall to the minds of my hearers that the soil upon which we

stand, before it was ours, was successively the possession of two mighty empires, Spain and France, whose sons made a deathless record of heroism in the early annals of the New World. No history of the Western country can be written without paying heed to the wonderful part played therein in the early days by the soldiers, missionaries, explorers, and traders, who did their work for the honor of the proud banners of France and Castile. While the settlers of English-speaking stock, and those of Dutch, German, and Scandinavian origin who were associated with them, were still clinging close to the Eastern seaboard, the pioneers of Spain and of France had penetrated deep into the hitherto unknown wilderness of the West, had wandered far and wide within the boundaries of what is now our mighty country. The very cities themselves—St. Louis, New Orleans, Santa Fe—bear witness by their titles to the nationalities of their founders. It was not until the Revolution had begun that the English-speaking settlers pushed west across the Alleghanies, and not until a century ago that they entered in to possess the land upon which we now stand.

We have met here to-day to commemorate the hundredth anniversary of the event which more than any other, after the foundation of the Government and always excepting its preservation, determined the character of our national life—determined that we should be a great expanding

Nation instead of relatively a small and stationary one.

Of course it was not with the Louisiana Purchase that our career of expansion began. In the middle of the Revolutionary War the Illinois region, including the present States of Illinois and Indiana, was added to our domain by force of arms, as a sequel to the adventurous expedition of George Rogers Clark and his frontier riflemen. Later the treaties of Jay and Pinckney materially extended our real boundaries to the West. But none of these events was of so striking a character as to fix the popular imagination. The old thirteen colonies had always claimed that their rights stretched westward to the Mississippi, and vague and unreal though these claims were until made good by conquest, settlement, and diplomacy, they still served to give the impression that the earliest westward movements of our people were little more than the filling in of already existing national boundaries.

But there could be no illusion about the acquisition of the vast territory beyond the Mississippi, stretching westward to the Pacific, which in that day was known as Louisiana. This immense region was admittedly the territory of a foreign power, of a European kingdom. None of our people had ever laid claim to a foot of it. Its acquisition could in no sense be treated as rounding out any existing claims. When we acquired it we made evident once for all that consciously and of set pur-

pose we had embarked on a career of expansion, that we had taken our place among those daring and hardy nations who risk much with the hope and desire of winning high position among the great powers of the earth. As is so often the case in nature, the law of development of a living organism showed itself in its actual workings to be wiser than the wisdom of the wisest.

This work of expansion was by far the greatest work of our people during the years that intervened between the adoption of the Constitution and the outbreak of the Civil War. There were other questions of real moment and importance, and there were many which at the time seemed such to those engaged in answering them; but the greatest feat of our forefathers of those generations was the deed of the men who, with pack train or wagon train, on horseback, on foot, or by boat, pushed the frontier ever westward across the continent.

Never before had the world seen the kind of national expansion which gave our people all that part of the American continent lying west of the thirteen original States; the greatest landmark in which was the Louisiana Purchase. Our triumph in this process of expansion was indissolubly bound up with the success of our peculiar kind of federal government; and this success has been so complete that because of its very completeness we now sometimes fail to appreciate not only the all-importance but the tremendous difficulty of the problem with which our Nation was originally faced.

When our forefathers joined to call into being this Nation, they undertook a task for which there was but little encouragaging precedent. The development of civilization from the earliest period seemed to show the truth of two propositions: In the first place, it had always proved exceedingly difficult to secure both freedom and strength in any government; and in the second place, it had always proved wellnigh impossible for a nation to expand without either breaking up or becoming a centralized tyranny. With the success of our effort to combine a strong and efficient national union, able to put down disorder at home and to maintain our honor and interest abroad, I have not now to deal. This success was signal and all-important, but it was by no means unprecedented in the same sense that our type of expansion was unprecedented. The history of Rome and of Greece illustrates very well the two types of expansion which had taken place in ancient time and which had been universally accepted as the only possible types up to the period when as a Nation we ourselves began to take possession of this continent. The Grecian States performed remarkable feats of colonization, but each colony as soon as created became entirely independent of the mother State, and in after years was almost as apt to prove its enemy as its friend. Local self-government, local independence, was secured, but only by the absolute sacrifice of anything resembling national unity. In consequence, the Greek world, for all its wonderful brilliancy and the ex-

traordinary artistic, literary, and philosophical development which has made all mankind its debtors for the ages, was yet wholly unable to withstand a formidable foreign foe, save spasmodically. As soon as powerful, permanent empires arose on its outskirts, the Greek states in the neighborhood of such empires fell under their sway. National power and greatness were completely sacrificed to local liberty.

With Rome the exact opposite occurred. The imperial city rose to absolute dominion over all the peoples of Italy and then expanded her rule over the entire civilized world by a process which kept the nation strong and united, but gave no room whatever for local liberty and self-government. All other cities and countries were subject to Rome. In consequence this great and masterful race of warriors, rulers, road-builders, and administrators stamped their indelible impress upon all the after life of our race, and yet let an over-centralization eat out the vitals of their empire until it became an empty shell; so that when the barbarians came they destroyed only what had already become worthless to the world.

The underlying viciousness of each type of expansion was plain enough and the remedy now seems simple enough. But when the fathers of the Republic first formulated the Constitution under which we live this remedy was untried and no one could foretell how it would work. They themselves began the experiment almost immediately by adding new

States to the original thirteen. Excellent people in the East viewed this initial expansion of the country with great alarm. Exactly as during the colonial period many good people in the mother-country thought it highly important that settlers should be kept out of the Ohio Valley in the interest of the fur companies, so after we had become a Nation many good people on the Atlantic Coast felt grave apprehension lest they might somehow be hurt by the westward growth of the Nation. These good people shook their heads over the formation of States in the fertile Ohio Valley which now forms part of the heart of our Nation; and they declared that the destruction of the Republic had been accomplished when through the Louisiana Purchase we acquired nearly half of what is now that same Republic's present territory. Nor was their feeling unnatural. Only the adventurous and the far-seeing can be expected heartily to welcome the process of expansion, for the nation that expands is a nation which is entering upon a great career, and with greatness there must of necessity come perils which daunt all save the most stout-hearted.

We expanded by carving the wilderness into Territories and out of these Territories building new States when once they had received as permanent settlers a sufficient number of our own people. Being a practical Nation we have never tried to force on any section of our new territory an unsuitable form of government merely because it was suitable for another section under different conditions. Of the

territory covered by the Louisiana Purchase a portion was given Statehood within a few years. Another portion has not been admitted to Statehood, although a century has elapsed—although doubtless it soon will be. In each case we showed the practical governmental genius of our race by devising methods suitable to meet the actual existing needs; not by insisting upon the application of some abstract shibboleth to all our new possessions alike, no matter how incongruous this application might sometimes be.

Over by far the major part of the territory, however, our people spread in such numbers during the course of the nineteenth century that we were able to build up State after State, each with exactly the same complete local independence in all matters affecting purely its own domestic interests as in any of the original thirteen States—each owing the same absolute fealty to the Union of all the States which each of the original thirteen States also owes —and finally each having the same proportional right to its share in shaping and directing the common policy of the Union which is possessed by any other State, whether of the original thirteen or not.

This process now seems to us part of the natural order of things, but it was wholly unknown until our own people devised it. It seems to us a mere matter of course, a matter of elementary right and justice, that in the deliberations of the national representative bodies the representatives of a State which came into the Union but yesterday stand on

a footing of exact and entire equality with those of the Commonwealths whose sons once signed the Declaration of Independence. But this way of looking at the matter is purely modern, and in its origin purely American. When Washington during his Presidency saw new States come into the Union on a footing of complete equality with the old, every European nation which had colonies still administered them as dependencies, and every other mother-country treated the colonist not as a self-governing equal but as a subject.

The process which we began has since been followed by all the great peoples who were capable both of expansion and of self-government, and now the world accepts it as the natural process, as the rule; but a century and a quarter ago it was not merely exceptional; it was unknown.

This, then, is the great historic significance of the movement of continental expansion in which the Louisiana Purchase was the most striking single achievement. It stands out in marked relief even among the feats of a nation of pioneers, a nation whose people have from the beginning been picked out by a process of natural selection from among the most enterprising individuals of the nations of western Europe. The acquisition of the territory is a credit to the broad and far-sighted statesmanship of the great statesmen to whom it was immediately due, and above all to the aggressive and masterful character of the hardy pioneer folk to whose restless energy these statesmen gave expres-

sion and direction, whom they followed rather than led. The history of the land comprised within the limits of the Purchase is an epitome of the entire history of our people. Within these limits we have gradually built up State after State until now they many times surpass in wealth, in population, and in many-sided development, the original thirteen States as they were when their delegates met in the Continental Congress. The people of these States have shown themselves mighty in war with their fellow-man, and mighty in strength to tame the rugged wilderness. They could not thus have conquered the forest and the prairie, the mountain and the desert, had they not possessed the great fighting virtues, the qualities which enable a people to overcome the forces of hostile men and hostile nature. On the other hand, they could not have used aright their conquest had they not in addition possessed the qualities of self-mastery and self-restraint, the power of acting in combination with their fellows, the power of yielding obedience to the law and of building up an orderly civilization. Courage and hardihood are indispensable virtues in a people; but the people which possesses no others can never rise high in the scale either of power or of culture. Great peoples must have in addition the governmental capacity which comes only when individuals fully recognize their duties to one another and to the whole body politic, and are able to join together in feats of constructive statesmanship and of honest and effective administration.

The old pioneer days are gone, with their roughness and their hardship, their incredible toil and their wild half-savage romance. But the need for the pioneer virtues remains the same as ever. The peculiar frontier conditions have vanished; but the manliness and stalwart hardihood of the frontiersmen can be given even freer scope under the conditions surrounding the complex industrialism of the present day. In this great region acquired for our people under the Presidency of Jefferson, this region stretching from the Gulf to the Canadian border, from the Mississippi to the Rockies, the material and social progress has been so vast that alike for weal and for woe its people now share the opportunities and bear the burdens common to the entire civilized world. The problems before us are fundamentally the same east and west of the Mississippi, in the new States and in the old, and exactly the same qualities are required for their successful solution.

We meet here to-day to commemorate a great event, an event which marks an era in statesmanship no less than in pioneering. It is fitting that we should pay our homage in words; but we must in honor make our words good by deeds. We have every right to take a just pride in the great deeds of our forefathers; but we show ourselves unworthy to be their descendants if we make what they did an excuse for our lying supine instead of an incentive to the effort to show ourselves by our acts worthy of them. In the administration of

city, State, and Nation, in the management of our home life and the conduct of our business and social relations, we are bound to show certain high and fine qualities of character under penalty of seeing the whole heart of our civilization eaten out while the body still lives.

We justly pride ourselves on our marvelous material prosperity, and such prosperity must exist in order to establish a foundation upon which a higher life can be built; but unless we do in very fact build this higher life thereon, the material prosperity itself will go for but very little. Now, in 1903, in the altered conditions, we must meet the changed and changing problems with the spirit shown by the men who in 1803 and in the subsequent years gained, explored, conquered, and settled this vast territory, then a desert, now filled with thriving and populous States.

The old days were great because the men who lived in them had mighty qualities; and we must make the new days great by showing these same qualities. We must insist upon courage and resolution, upon hardihood, tenacity, and fertility in resource; we must insist upon the strong, virile virtues; and we must insist no less upon the virtues of self-restraint, self-mastery, regard for the rights of others; we must show our abhorrence of cruelty, brutality, and corruption, in public and in private life alike. If we come short in any of these qualities we shall measurably fail; and if, as I believe we surely shall, we develop these qualities in the fu-

ture to an even greater degree than in the past, then in the century now beginning we shall make of this Republic the freest and most orderly, the most just and most mighty, nation which has ever come forth from the womb of time.

AT TOPEKA, KANSAS, MAY 1, 1903

Colonel McCook, Gentlemen, and Ladies:

It needed no urging to get me to accept your invitation. I hailed the chance of speaking a few words to you on this occasion, because it seems to me that the railroad branch of the Young Men's Christian Association exemplifies in practice just exactly what I like to preach; that is, the combination of efficiency with decent living and high ideals.

In our present advanced civilization we have to pay certain penalties for what we have obtained. Among the penalties is the fact that in very many occupations there is so little demand upon nerve, hardihood, and endurance, that there is a tendency to unhealthy softening of fibre and relaxation of fibre; and such being the case I think it is a fortunate thing for our people as a whole that there should be certain occupations, prominent among them railroading, in which the man has to show the very qualities of courage, of hardihood, or willingness to face danger, the cultivation of the power of instantaneous decision under difficulties, and the other qualities which go to make up the virile side

of a man's character—the qualities, Colonel McCook, which you and those like you showed when as boys, as young men, they fought to a finish the great Civil War.

So much for the manliness, so much for the strength, so much for the courage developed by your profession, all of which you show, and have to show, or you could not succeed in doing the work you are doing as your life work. These qualities are all-important, but they are not all-sufficient. It is necessary absolutely to have them. No nation can rise to greatness without them; but by them alone no nation will ever become great. Reading through the pages of history you come upon nation after nation in which there has been a high average of individual strength, bravery, and hardihood, and yet in which there has been nothing approaching to national greatness, because those qualities were not supplemented by others just as necessary. With the courage, with the hardihood, with the strength, must come the power of self-restraint, the power of self-mastery, the capacity to work for and with others as well as for one's self, the power of giving to others the love which each of us must bear for his neighbor, if we are to make our civilization really great. And these are the qualities which are fostered and developed, which are given full play, by institutions such as the Young Men's Christian Association.

The other day in a little Lutheran church at Sioux Falls I listened to a most interesting and most

stimulating sermon, which struck me particularly because of the translation of a word which, I am ashamed to say, I had myself always before mistranslated. It was on the old text of faith, hope, and charity. The sermon was delivered in German, and the word that the preacher used for charity was not charity, but love; preaching that the greatest of all the forces with which we deal for betterment is love. Looking it up I found, of course, what I ought to have known but did not, that the Greek word which we have translated into the word charity, should be more properly translated love. That is, we use the word charity at present in a sense which does not make it correspond entirely to the word used in the original Greek. This Lutheran preacher developed in a very striking but very happy fashion the absolute need of love in the broadest sense of the word, in order to make mankind even approximately perfect.

We need then the two qualities—the quality of which I first spoke to you which has many shapes, the quality which rests upon courage, upon bodily and mental strength, upon will, upon daring, upon resolution, the quality which makes a man work; and then we need the quality of which the preacher spoke when he spoke of love as being the great factor, the ultimate factor, in bringing about the kind of human fellowship which will even approximately enable us to come up toward the standard after which I think all of us with many shortcomings strive. Work, the quality which makes a man

ashamed not to be able to pull his own weight, not to be able to do for himself as well as for others without being beholden to any one for what he is doing. No man is happy if he does not work. Of all miserable creatures the idler, in whatever rank of society, is in the long run the most miserable. If a man does not work, if he has not in him not merely the capacity for work but the desire for work, then nothing can be done with him. He is out of place in our community. We have in our scheme of government no room for the man who does not wish to pay his way through life by what he does for himself and for the community. If he has leisure which makes it unnecessary for him to devote his time to earning his daily bread, then all the more he is bound to work just as hard in some way that will make the community the better off for his existence. If he fails in that, he fails to justify his existence. Work, the capacity for work, is absolutely necessary; and no man's life is full, no man can be said to live in the true sense of the word, if he does not work. This is necessary, and yet it is not enough. If a man is utterly selfish, if utterly disregardful of the rights of others, if he has no ideals, if he works simply for the sake of ministering to his own base passions, if he works simply to gratify himself, small is his good in the community. I think even then he is probably better off than if he is an idler, but he is of no real use unless together with the quality which enables him to work he has the quality which enables him to

love his fellows, to work with them and for them for the common good of all.

It seems to me that these Young Men's Christian Associations play a part of the greatest consequence, not merely because of the great good they do in themselves, but because of the lesson of brotherhood that they teach all of us. All of us here are knit together by bonds which we can not sever. For weal or for woe our fates are inextricably intermingled. All of us in our present civilization are dependent upon one another to a degree never before known in the history of mankind, and in the long run we are going to go up or go down together. For a moment some man may rise by trampling on his fellows; for a moment, and much more commonly, some men may think they will rise or gratify their envy and hatred by pulling down others. But any such movement upward is probably illusory, and is certainly short-lived. Any permanent movement upward must come in such a shape that all of us feel the lift a little, and if there is a tendency downward all of us will feel that tendency, too. We must, if we are to raise ourselves, realize that each of us in the long run can with certainty be raised only if the conditions are such that all of us are somewhat raised. In order to bring about these conditions the first essential is that each shall have a genuine spirit of regard and friendship for the others, and that each of us shall try to look at the problems of life somewhat from his neighbor's standpoint—that we shall have the capacity to un-

derstand one another's position, one another's needs, and also the desire each to help his brother as well as to help himself. To do that wisely, wisely to strive with that as the aim, is not very easy. Many qualities are needed in order that we can contribute our mite toward the upward movement of the world —among them the quality of self-abnegation, and yet combined with it the quality which will refuse to submit to injustice. I want to preach the two qualities going hand in hand. I do not want a man to fail to try to strive for his own betterment, I do not want him to be quick to yield to injustice; I want him to stand for his rights; but I want him to be very certain that he knows what his rights are, and that he does not make them the wrongs of some one else.

I have a great deal of faith in the average American citizen. I think he is a pretty good fellow, and I think he can generally get on with the other average American citizen if he will only know him. If he does not know him, but makes him a monster in his mind, then he will not get on with him. But if he will take the trouble to know him and realize that he is a being just like himself, with the same instincts, not all of them good, the same desire to overcome those that are not good, the same purposes, the same tendencies, the same short-comings, the same desires for good, the same need of striving against evil; if he will realize all this, then if you can get the two together with an honest desire each to try not only to help himself but to help the other,

most of our problems will be solved. And I can imagine no way more likely to hurry forward such a favorable solution than to encourage the building up of just such institutions as this.

Therefore, I congratulate you with all my heart upon this meeting to-day. Therefore I esteem myself most fortunate in having the chance of addressing you. It is a very good thing to attend to the material side of life. We must in the first instance attend to our material prosperity. Unless we have that as a foundation we can not build up any higher kind of life. But we shall lead a miserable and sordid life if we spend our whole time in doing nothing but attending to our material needs. If the building up of the railroads, of the farms, of the factories, of the industrial centres, means nothing whatever but an increase in the instruments of production and an increase in the fevered haste with which those instruments are used, progress amounts to but a little thing. If, however, the developing of our material prosperity is to serve as a foundation upon which we raise a higher, a purer, a fuller, a better life, then indeed things are well with the Republic. If as our wealth increases the wisdom of our use of the wealth increases in even greater proportion, then the wealth has justified its existence many times over. If with the industry, the skill, the hardihood, of those whom I am addressing and their fellows, nothing comes beyond a selfish desire each to grasp for himself whatever he can of material enjoyment, then the outlook for the future

is indeed grave, then the advantages of living in the twentieth century surrounded by all our modern improvements, our modern symbols of progress, is indeed small. But if we mean to make of each fresh development in the way of material betterment a step toward a fresh development in moral and spiritual betterment, then we are to be congratulated.

To me the future seems full of hope because, although there are many conflicting tendencies, and although some of these tendencies of our present life are for evil, yet, on the whole the tendencies for good are in the ascendency. And I greet this audience, this great body of delegates, with peculiar pleasure because they are men who embody, and embody by the very fact of their presence here, the two essential sets of qualities of which I have been speaking. They embody the capacity for self-help with the desire mutually to help one the other. You have several qualities I like. You have sound bodies. Your profession is not one that can be carried on, at least in some of its branches, without the sound body. You have sound minds, and that is better than sound bodies; and finally, the fact that you are here, the fact that you have done what you have done, shows that you have that which counts for more than body, for more than mind—character.

I congratulate you upon what you are doing for yourselves, and I congratulate you even more upon what you are doing for all men who hope to see the day brought nearer when the people of all na-

tions, shall realize—not merely talk of, but realize—what the essence of brotherhood is. I congratulate you, as I say, not only because you are bettering yourselves, but because to you, for your good fortune, it is given to better others, to teach, in the way in which teaching is most effective, not merely by precept but by action. The railroad men of this country are a body entitled to the well wishes of their fellow-men in any event, but peculiarly is this true of the railroad men of the country who join in such work as that of the Young Men's Christian Associations, because they are showing by their actions—and oh, how much louder actions speak than words!—that it is not only possible, but very, very possible and easy to combine the manliness which makes a man able to do his own share of the world's work, with that fine and lofty love of one's fellow-men which makes you able to come together with your fellows and work hand in hand with them for the common good of mankind in general.

FROM ADDRESS AT DENVER, COL., MAY 4, 1903

Mr. Governor, Mr. Mayor, and you, my Fellow-Citizens:

Colorado has certain special interests which it shares with the group of States immediately around it. To my mind one of the best pieces of legislation put upon the statute books of the National Government of recent years was the irrigation act; an act under which we declare it to be the national

policy that exactly as care is to be taken of the harbors and along the lower courses of the rivers, so in their upper courses care is to be taken by the Nation of the irrigation work to be done in connection with them.

Under that act a beginning has been made in Colorado, Montana, Wyoming, Nevada, and the Territory of Arizona. There is bound to be disappointment here and there where people have built hopes without a quite sufficient warranty of fact behind. But good will surely come at once and wellnigh immeasurable good in the future from the policy which has thus been begun. In Colorado two-thirds of your products come from irrigated farms, and four years ago those products already surpassed fifteen million dollars. With the aid of the government far more can be done in the future even than has been done in the past. The object of the law is to provide small irrigated farms to actual settlers, to actual home-makers; the land is given away ultimately in small tracts under the terms of the homestead act, the settlers repaying the cost of bringing water to their lands in ten annual payments; and lands now in private ownership can be watered in small tracts by similar payments, but the law forbids the furnishing of water to large tracts, and the aim of the government is rigidly to prevent the acquisition of large rights for speculative purposes. The purpose of the law was, and that purpose is being absolutely carried out, to promote settlement and cultivation of small

farms carefully tilled. Water made available under the terms of this law becomes appurtenant under the law to the land, and can not be disposed of without it, and thus monopoly and speculation in this vitally important commodity are prevented, or at least their evil effects minimized so far as the law or the administration of the law can bring that end about. This is the great factor in future success. The policy is a policy of encouragement to the home-maker, to the man who comes to establish his home, to bring up his children here as a citizen of the commonwealth, and his welfare is guarded by the union of the water and the land.

The government can not deal with large numbers individually. We have encouraged the formation of associations of water users, of cultivators of the soil in small tracts. The ultimate ownership and control of the irrigation works will pass away from the government into the hands of those users, those home-makers, who through their officers do the necessary business of their associations. The aim of the government is to give locally the ultimate control of water distributed and to leave neighborhood disputes to be settled locally; and that should be so as far as it is possible. The law protects vested rights; it prevents conflict with established laws or institutions; but of course it is important that the legislatures of the States should co-operate with the National Government. When the works are constructed to utilize the waters now wasted happy and prosperous homes will flourish where twenty years

ago it would have seemed impossible that a man could live. It is a great national measure of benefit, and while, as I say, it is primarily to benefit the people of the mountain States and of the great plains, yet it will ultimately benefit the whole community. For, my fellow-countrymen, you can never afford to forget for one moment that in the long run anything that is of benefit to one part of our Republic is of necessity of benefit to all the Republic. The creation of new homes upon desert lands means greater prosperity for Colorado and the Rocky Mountain States, and inevitably their greater prosperity means greater prosperity for Eastern manufacturers, for Southern cotton growers, for all our people throughout the Union.

AT SANTA FE, NEW MEXICO, MAY 5, 1903

Mr. Governor, Mr. Mayor, Ladies and Gentlemen:

It is of course with a peculiar feeling of pleasure that I come here to New Mexico, from which Territory half (and if my memory serves me correctly a little over half) of the men of my regiment came. The man is but a poor man wherever he may be born to whom one part of this country is not exactly as dear as any other part. And I should count myself wholly unworthy of the position I hold if I did not strive to represent the people of the mountains and the plains exactly as much as those of the Mississippi Valley or of either coast, the Atlantic or the Pacific. I know your people, Mr.

Governor, and I need not say how fond I am of them, for that you know yourself. How could I help being fond of people with whom I have worked, with whom I marched to battle? The only men here to whom I would doff my hat quicker than to the men of my own regiment are the men of the great war. You know well the claim that comradeship in war makes between man and man; and it has always seemed to me, Mr. Governor, that in a sense my regiment in its composition was a typical American regiment. Its people came from the West chiefly, but some from the East, from the South chiefly, but some from the North, so that every section was represented in it. They varied in birthplace as in creed; some were born on this side of the water, some on the other side; some of their ancestors had come to New Mexico, as did your ancestors, Mr. Governor, when this was already a city and at a time when not one English-speaking community existed on the Atlantic seaboard; some were men whose forefathers were among the early Puritans and Pilgrims; some were of those whose forefathers had settled by the banks of the James even before the Puritan and Pilgrim came to this country, but after your people came. There were men in that regiment who themselves were born, or whose parents were born, in England, Ireland, Germany, or Scandinavia, but there was not a man, no matter what his creed, what his birthplace, what his ancestry, who was not an American and nothing else. We had representatives of the real, original, native Americans, because we had no

inconsiderable number who were in whole or in part of Indian blood. There was in the regiment but one kind of rivalry among those men, and but one would have been tolerated. That was the rivalry of each man to see if he could not do his duty a little better than any one else. Short would have been the shrift of any man who tried to introduce division along lines of section, or creed, or class. We had serving in the ranks men of inherited wealth and men who all their lives had earned each day's bread by that day's labor, and they stood on a footing of exact equality. It would not have been any more possible for a feeling of arrogance to exist on one side than for a feeling of rancor and envy to exist on the other.

I appreciate to the full all the difficulties under which you labor, and I think that your progress has been astonishing. I congratulate you upon all that has been done, and I am certain that the future will far more than make good the past. I believe that we have come upon an era of fuller development for New Mexico. That development must of course take place principally through the average of foresight, thrift, industry, energy and will of the citizens of New Mexico; but the government can and will help somewhat. This is a great grazing State. Because of the importance of the grazing industry I wish to bespeak your support for the preservation in proper shape of the forest reserves of the State. These forest reserves are created and are kept up in the interest of the home-maker. In many of them there

is much natural pasturage. Where that is the case the object is to have that pasturage used by the settlers, by the people of the Territory, not eaten out so that nobody will have the benefit after three years. I want the land preserved so that the pasturage will do, not merely for a man who wants to make a good thing out of it for two or three years, but for the man who wishes to see it preserved for the use of his children and his children's children. That is the way to use the resources of the land. I build no small hope upon the aid that under the wise law of Congress will ultimately be extended to this as to other States and Territories in the way of governmental aid to irrigation. Irrigation is of course to be in the future wellnigh the most potent factor in the agricultural development of this Territory and one of the factors which will do most toward bringing it up to Statehood. Nothing will count more than development of that kind in bringing the Territory in as a State. That is the kind of development which I am most anxious to see here—the development that means permanent growth in the capacity of the land, not temporary, not the exploiting of the land for a year or two at the cost of its future impoverishment, but the building up of farm and ranch in such shape as to benefit the home-maker whose intention it is that this Territory of the present, this State of the future, shall be a great State in the American Union.

AT THE CATHOLIC SCHOOL, ALBUQUERQUE, N. M., MAY 5, 1903

Bishop:

Permit me to thank you and to say how much I appreciate the courtesy you showed in putting yourself to such inconvenience to come here to greet me. I had hoped to meet you at Santa Fe in the cathedral, where I participated in the baptism of the son of one of the men of my regiment.

I greet the school children and the sisters. There can be no greater privilege than to meet a missionary who has done good work. Of all the work that is done or that can be done for our country, the greatest is that of educating the body, the mind, and above all the character, giving spiritual and moral training to those who in a few years are themselves to decide the destinies of the nation.

AT THE INDIAN SCHOOL, ALBUQUERQUE, N. M., MAY 5, 1903

Mr. Superintendent:

I wish to express the peculiar pleasure it is to have seen the Indian schools to-day, and through you, Mr. Superintendent, I want to say to the Indians that are right behind you, what a fine thing it is to see the industry and thrift of their people. I was struck by their orchards, the irrigated fields, and by seeing them working in the fields and along the road. The Indian who will work and do his duty will stand on a par with any other Amer-

ican citizen. Of course I will do as every President must do, I will stand for his rights with the same jealous eagerness that I would for the rights of any white man. I am glad to see the Indian children being educated as these are educated so as to come more and more into the body of American citizenship, to fit themselves for work in the home, work in the fields, for leading decent, clean lives, for making themselves self-supporting, for being good providers and good housekeepers; in other words, for becoming American citizens just like other American citizens.

AT GRAND CANYON, ARIZONA, MAY 6, 1903

Mr. Governor, and you, my Fellow-Citizens:

I am glad to be in Arizona to-day. From Arizona many gallant men came into the regiment which I had the honor to command. Arizona sent men who won glory on fought fields, and men to whom came a glorious and an honorable death fighting for the flag of their country. As long as I live it will be to me an inspiration to have served with Bucky O'Neill. I have met so many comrades whom I prize, for whom I feel respect and admiration and affection, that I shall not particularize among them except to say that there is none for whom I feel all of respect and admiration and affection more than for your Governor.

I have never been in Arizona before. It is one of the regions from which I expect most development through the wise action of the National Congress in

passing the irrigation act. The first and biggest experiment now in view under that act is the one that we are trying in Arizona. I look forward to the effects of irrigation partly as applied by and through the government, still more as applied by individuals, and especially by associations of individuals, profiting by the example of the government, and possibly by help from it—I look forward to the effects of irrigation as being of greater consequence to all this region of country in the next fifty years than any other material movement whatsoever.

In the Grand Canyon, Arizona has a natural wonder which, so far as I know, is in kind absolutely unparalleled throughout the rest of the world. I want to ask you to do one thing in connection with it in your own interest and in the interest of the country—to keep this great wonder of nature as it now is. I was delighted to learn of the wisdom of the Santa Fe railroad people in deciding not to build their hotel on the brink of the canyon. I hope you will not have a building of any kind, not a summer cottage, a hotel, or anything else, to mar the wonderful grandeur, the sublimity, the great loneliness and beauty of the canyon. Leave it as it is. You can not improve on it. The ages have been at work on it, and man can only mar it. What you can do is to keep it for your children, your children's children, and for all who come after you, as one of the great sights which every American if he can travel at all should see. We have gotten past the stage, my fellow-citizens, when we are to be par-

doned if we treat any part of our country as something to be skinned for two or three years for the use of the present generation, whether it is the forest, the water, the scenery. Whatever it is, handle it so that your children's children will get the benefit of it. If you deal with irrigation, apply it under circumstances that will make it of benefit, not to the speculator who hopes to get profit out of it for two or three years, but handle it so that it will be of use to the home-maker, to the man who comes to live here, and to have his children stay after him. Keep the forests in the same way. Preserve the forests by use; preserve them for the ranchman and the stockman, for the people of the Territory, for the people of the region round about. Preserve them for that use, but use them so that they will not be squandered, that they will not be wasted, so that they will be of benefit to the Arizona of 1953 as well as the Arizona of 1903.

To the Indians here I want to say a word of welcome. In my regiment I had a good many Indians. They were good enough to fight and to die, and they are good enough to have me treat them exactly as squarely as any white man. There are many problems in connection with them. We must save them from corruption and from brutality; and I regret to say that at times we must save them from unregulated Eastern philanthropy. All I ask is a square deal for every man. Give him a fair chance. Do not let him wrong any one, and do not let him be wronged.

I believe in you. I am glad to see you. I wish you well with all my heart, and I know that your future will justify all the hopes we have.

AT BARSTOW, CALIFORNIA, MAY 7, 1903

My Fellow-Citizens:

This is the first time I have ever been to California, and I can not say to you how much I have looked forward to making the trip. I can tell you now with absolute certainty that I will have enjoyed it to the full when I get through.

I have felt that the events of the last five or six years have been steadily hastening the day when the Pacific will loom in the world's commerce as the Atlantic now looms, and I have wished greatly to see these marvelous communities growing up on the Pacific Slope. There are plenty of things that to you seem matters of course, that I have read about and know about from reading, and yet when I see them they strike me as very wonderful.

One thing that impresses me more than anything else as I go through the country—as I said I have never been on the Pacific Slope; the Rocky Mountain States and the States of the great plains I know quite as well as I know the Eastern seaboard; I have worked with the men, played with them, fought with them; I know them all through—the thing that impresses me most as I go through this country and meet the men and women of the country, is the essential unity of all Americans. Down at bottom we

are the same people all through. That is not merely a unity of section, it is a unity of class. For my good fortune I have been thrown into intimate relationship, into intimate personal friendship, with many men of many different occupations, and my faith is firm that we shall come unscathed out of all our difficulties here in America, because I think that the average American is a decent fellow, and that the prime thing in getting him to get on well with the other average American is to have each remember that the other is a decent fellow, and try to look at the problems a little from the other's standpoint.

I thank you for coming out here to greet me. I wish you well with all my heart for the future.

AT SAN BERNARDINO, CAL., MAY 7, 1903

Mr. Chairman, Mr. Governor, and you, my Fellow-Citizens:

It is half a century since the early pioneers founded this place, and while time goes fast in America anywhere, it has gone fastest here on the Pacific Slope and in the regions of the Rocky Mountains directly to the eastward. If you live in the presence of miracles you gradually get accustomed to them. So it is difficult for any of us, and it is especially difficult for those who have themselves been doing the things, to realize the absolute wonder of the things that have been done. California and the region round about have in the past fifty or sixty years traversed the distance that separates the found-

ers of the civilization of Mesopotamia and Egypt from those who enjoy the civilization of to-day. They have gone further than that. They have seen this country change from a wilderness into one of the most highly civilized regions of the world's surface. They have seen cities, farms, ranches, railroads grow up and transform the very face of nature. The changes have been so stupendous that in our eyes they have become commonplace. We fail to realize their immense, their tremendous importance. We fail entirely to realize what they mean. Only the older among you can remember the early pioneer days, and yet to-day I have spoken to man after man yet in his prime who, when he first came to this country warred against wild man and wild nature in the way in which that warfare was waged in the prehistoric days of the old world. We have spanned in a single lifetime—in less than the lifetime of any man who reaches the age limit prescribed by the psalmist—the whole space from savagery through barbarism, through semi-civilization, to the civilization that stands two thousand years ahead of that of Rome and Greece in the days of their prime.

The old pioneer days have gone, but if we are to prove ourselves worthy sons of our sires we can not afford to let the old pioneer virtues lapse. There is just the same need now that there was in '49 for the qualities that mark a mighty and masterful people. East and west we now face substantially the same problems. No people can ad-

vance as far and as fast as we have advanced, no people can make such progress as we have made, and expect to escape the penalties that go with such speed and progress. The growth and complexity of our civilization, the intensity of the movement of modern life, have meant that with the benefits have come certain disadvantages and certain perils. A great industrial civilization can not be built up without a certain dislocation, a certain disarrangement of the old conditions, and therefore the springing up of new problems. The problems are new, but the qualities needed to solve them are as old as history itself, and we shall solve them aright only on condition that we bring to the solution the same qualities of head and heart that have been brought to the solution of similar problems by every race that has ever conquered for itself a space in the annals of time.

AT THE BIG TREE GROVE, SANTA CRUZ, CAL., MAY 11, 1903

Mr. Mayor, Ladies and Gentlemen:

I want to thank you very much for your courtesy in receiving me, and to say how much I have enjoyed being here. This is the first glimpse I have ever had of the big trees, and I wish to pay the highest tribute I can to the State of California, to those private citizens and associations of citizens who have co-operated with the State in preserving these wonderful trees for the whole nation, in pre-

serving them in whatever part of the State they may be found. All of us ought to want to see nature preserved. Take a big tree whose architect has been the ages—anything that man does toward it may hurt it and can not help it. Above all, the rash creature who wishes to leave his name to mar the beauties of nature should be sternly discouraged. Those cards pinned up on that tree give an air of the ridiculous to this solemn and majestic grove. To pin those cards up there is as much out of place as if you tacked so many tin cans up there. I mean that literally. You should save the people whose names are there from the reprobation of every one by taking down the cards at the earliest possible moment; and do keep these trees, keep all the wonderful scenery of this wonderful State unmarred by the vandalism or the folly of man. Remember that we have to contend not merely with knavery, but with folly; and see to it that you by your actions create the kind of public opinion which will put a stop to any destruction of or any marring of the wonderful and beautiful gifts that you have received from nature, that you ought to hand on as a precious heritage to your children and your children's children.

AT LELAND STANFORD JUNIOR UNIVERSITY, PALO ALTO, CAL., MAY 12, 1903

President Jordan, and you, my Fellow-Citizens, and especially you, my Fellow-college Men and Women:

I thank you for your greeting, and I know you will not grudge my saying, first of all, a special word of thanks to the men of the Grand Army. It is a fine thing to have before a body of students men who by their practice have rendered it unnecessary that they should preach; for what we have to teach by precept, you, the men of '61 to '65, have taught by deed, by action. I am proud as an American college man myself to have seen the tablet outside within the court which shows that this young university sent eighty-five of her sons to war when the country called for them. I come from a college which boasts as its proudest building that which stands to the memory of Harvard's sons who responded to the call of Lincoln when the hour of the Nation's danger was at hand. It will be a bad day for this country and a worse day for all educative institutions in this country if ever such a call is made, and the men of college training do not feel it peculiarly incumbent upon them to respond.

President Jordan has been kind enough to allude to me as an old friend. Mr. Jordan is too modest to say that he has long been not only a friend, but a man to whom I have turned for advice and help,

before and since I became President. I am glad to have the chance of acknowledging my obligations to him, and I am also glad that when I ask you to strive toward productive scholarship, toward productive citizenship, I can use the president of the university as an example. Of course, in any of our American institutions of learning, even more important than the production of scholarship is the production of citizenship. That is the most important thing that any institution of learning can produce. There are a great number of students who can not and should not try, in after life, to lead a career of scholarship, but no university can take high rank if it does not aim at the production of, and succeed in producing, a certain number of deep and thorough scholars—not scholars whose scholarship is of the barren kind, but men of productive scholarship, men who do good work, I trust great work, in the fields of literature, of art, of science, in all their manifold activities. Here in California this Nation, composite in its race stocks, speaking an Old World tongue, and with an inherited Old World culture, has acquired an absolutely new domain. I do not mean new only in the sense of additional territory like that already possessed, I mean new in the sense of new surroundings, to use the scientific phrase, of a new environment. Being new, I think we have a right to look for a substantial achievement on the part of your people along new lines. I do not mean the self-conscious striving after newness, which is

only too apt to breed eccentricity, but I mean that those among you whose bent is toward scholarship as a career should keep in mind the fact that such scholarship should be productive, and should therefore aim at giving to the world some addition to the world's stock of what is useful or beautiful; and if you work simply and naturally, taking advantage of your surroundings as you find them, then in my belief a new mark will be made in the history of intellectual achievement by our race. You of this institution are blessed in its extraordinary physical beauty and appropriateness of architecture and surroundings, with a suggestion of what I might call the Americanized Greek. Such is your institution, situated on the shores of this great ocean, built by a race which has come steadily westward, which has come to where the Occident looks west to the Orient, a race whose members here, fresh, vigorous, have the boundless possibilities of the future brought to their very doors in a sense that can not be possible for the members of the race situated further east. Surely there will be some great outcome in the way not merely of physical, but of moral and intellectual work worth doing. I do not want you to turn out prigs; I do not want you to turn out the self-conscious. I believe, with all my heart, in play. I want you to play hard without encroaching on your work. I do, nevertheless, think you ought to have at least the consciousness of the serious side of what all this means, and of the necessity of effort,

thrust upon you, so that you may justify by your deeds in the future your training and the extraordinary advantages under which that training has been obtained.

America, the Republic of the United States, is of course in a peculiar sense typical of the present age. We represent the fullest development of the democratic spirit acting on the extraordinary and highly complex industrial growth of the last half century. It behooves us to justify by our acts the claims made for that political and economic progress. We will never justify the existence of the Republic by merely talking each Fourth of July about what the Republic has done. If our homage is lip loyalty merely, the great deeds of those who went before us, the great deeds of the times of Washington and of the times of Lincoln, the great deeds of the men who won the Revolution and founded the Nation, and of the men who preserved it, who made it a Union and a free Republic, will simply arise to shame us. We can honor our fathers and our fathers' fathers only by ourselves striving to rise level to their standard. There are plenty of tendencies for evil in what we see round about us. Thank heaven, there are an even greater number of tendencies for good, and one of the things, Mr. Jordan, which it seems to me give this Nation cause for hope is the national standard of ambition which makes it possible to recognize with admiration and regard such work as the founding of a university of this character. It speaks well for our

Nation that men and women should desire during their lives to devote the fortunes which they were able to acquire or to inherit because of our system of government, because of our social system, to objects so entirely worthy and so entirely admirable as the foundation of a great seat of learning such as this. All that we outsiders can do is to pay our tribute of respect to the dead and to the living who have done such good, and at least to make it evident that we appreciate to the full what has been done.

I have spoken of scholarship; I want to go back to the question of citizenship, a question affecting not merely the scholars among you, not merely those who are hereafter to lead lives devoted to science, to art, to productivity in literature. And when you take up science, art, and literature, remember that one first-class bit of work is better than one thousand fairly good bits of work; that as the years roll on the man or the woman who has been able to make a masterpiece with the pen, the brush, the pencil, in any way, has rendered a service to the country such as not all his or her compeers who merely do fairly good second-rate work can ever accomplish. Only a limited number of us can ever become scholars or work successfully along the lines I have spoken of, but we can all be good citizens. We can all lead a life of action, a life of endeavor, a life that is to be judged primarily by the effort, somewhat by the result, along the lines of helping the growth of what is right and decent and generous

and lofty in our several communities, in the State, in the Nation

You men and women who have had the advantages of a college training are not to be excused if you fail to do, not as well as, but more than the average man outside who has not had your advantages. Every now and then I meet (at least I meet him in the East, and I dare say he is to be found here) the man who, having gone through college, feels that somehow that confers upon him a special distinction which relieves him from the necessity of showing himself as good as his fellows. I see you recognize the type. That man is not only a curse to the community, and incidentally to himself, but he is a curse to the cause of academic education, the college and university training, because by his existence he serves as an excuse for those who like to denounce such education. Your education, your training, will not confer on you one privilege in the way of excusing you from effort or from work. All it can do and what it should do, is to make you a little better fitted for such effort, for such work; and I do not care whether that is in business, politics, in no matter what branch of endeavor, all it can do is by the training you have received, by the advantages you have received, to fit you to do a little better than the average man that you meet. It is incumbent upon you to show that the training has had that effect. It ought to enable you to do a little better for yourselves, and if you have in you souls capable of a thrill of gen-

erous emotion, souls capable of understanding what you owe to your training, to your alma mater, to the past and the present that have given you all that you have—if you have such souls, it ought to make you doubly bent upon disinterested work for the State and the Nation.

Such work can be done along many different lines. I want to-day, here in California, to make a special appeal to all of you, and to California as a whole, for work along a certain line—the line of preserving your great natural advantages alike from the standpoint of use and from the standpoint of beauty. If the students of this institution have not by the mere fact of their surroundings learned to appreciate beauty, then the fault is in you and not in the surroundings. Here in California you have some of the great wonders of the world. You have a singularly beautiful landscape, singularly beautiful and singularly majestic scenery, and it should certainly be your aim to try to preserve for those who are to come after you that beauty, to try to keep unmarred that majesty. Closely entwined with keeping unmarred the beauty of your scenery, of your great natural attractions, is the question of making use of, not for the moment merely, but for future time, of your great natural products. Yesterday I saw for the first time a grove of your great trees, a grove which it has taken the ages several thousands of years to build up; and I feel most emphatically that we should not turn into shingles a tree which was old when the first Egyp-

tian conqueror penetrated to the valley of the Euphrates, which it has taken so many thousands of years to build up, and which can be put to better use. That, you may say, is not looking at the matter from the practical standpoint. There is nothing more practical in the end than the preservation of beauty, than the preservation of anything that appeals to the higher emotions in mankind. But, furthermore, I appeal to you from the standpoint of use. A few big trees, of unusual size and beauty, should be preserved for their own sake; but the forests as a whole should be used for business purposes, only they should be used in a way that will preserve them as permanent sources of national wealth. In many parts of California the whole future welfare of the State depends upon the way in which you are able to use your water supply; and the preservation of the forests and the preservation of the use of the water are inseparably connected. I believe we are past the stage of national existence when we could look on complacently at the individual who skinned the land and was content for the sake of three years' profit for himself to leave a desert for the children of those who were to inherit the soil. I think we have passed that stage. We should handle, and I think we now do handle, all problems such as those of forestry and of the preservation and use of our waters from the standpoint of the permanent interests of the home-maker in any region—the man who comes in not to take what he can out of the soil and leave, having exploited the country, but who comes to

dwell therein, to bring up his children, and to leave them a heritage in the country not merely unimpaired, but if possible even improved. That is the sensible view of civic obligation, and the policy of the State and of the Nation should be shaped in that direction. It should be shaped in the interest of the home-maker, the actual resident, the man who is not only to be benefited himself, but whose children and children's children are to be benefited by what he has done. California has for years, I am happy to say, taken a more sensible, a more intelligent interest in forest preservation than any other State. It early appointed a forest commission; later on some of the functions of that commission were replaced by the Sierra Club, a club which has done much on the Pacific Coast to perpetuate the spirit of the explorer and the pioneer. Then I am happy to say a great business interest showed an intelligent and farsighted spirit which is of happy augury, for the Redwood Manufacturers of San Francisco were first among lumbermen's associations to give assistance to the cause of practical forestry. The study of the redwood which the action of this association made possible was the pioneer study in the co-operative work which is now being carried out between lumbermen all over the United States and the Federal Bureau of Forestry. All of this kind of work is peculiarly the kind of work in which we have a right to expect not merely hearty co-operation from, but leadership in college men trained in the universities of this Pacific Coast State; for the forests

of this State stand alone in the world. There are none others like them anywhere. There are no other trees anywhere like the giant Sequoias; nowhere else is there a more beautiful forest than that which clothes the western slope of the Sierra. Very early your forests attracted lumbermen from other States, and by the course of timber land investments some of the best of the big tree groves were threatened with destruction. Destruction came upon some of them, but the women of California rose to the emergency through the California Club, and later the Sempervirens Club took vigorous action. But the Calaveras grove is not yet safe, and there should be no rest until that safety is secured, by the action of private individuals, by the action of the State, by the action of the Nation. The interest of California in forest protection was shown even more effectively by the purchase of the Big Basin Redwood Park, a superb forest property the possession of which should be a source of just pride to all citizens jealous of California's good name.

I appeal to you, as I say, to protect these mighty trees, these wonderful monuments of beauty. I appeal to you to protect them for the sake of their beauty, but I also make the appeal just as strongly on economic grounds; as I am well aware that in dealing with such questions a farsighted economic policy must be that to which alone in the long run one can safely appeal. The interests of California in forests depend directly of course upon the handling of her wood and water supplies and the supply

of material from the lumber woods and the production of agricultural products on irrigated farms. The great valleys which stretch through the State between the Sierra Nevada and Coast Ranges must owe their future development as they owe their present prosperity to irrigation. Whatever tends to destroy the water supply of the Sacramento, the San Gabriel, and the other valleys strikes vitally at the welfare of California. The welfare of California depends in no small measure upon the preservation of water for the purposes of irrigation in those beautiful and fertile valleys which can not grow crops by rainfall alone. The forest cover upon the drainage basins of streams used for irrigation purposes is of prime importance to the interests of the entire State. Now keep in mind that the whole object of forest protection is, as I have said again and again, the making and maintaining of prosperous homes. I am not advocating forest protection from the æsthetic standpoint only. I do advocate the keeping of big trees, the great monarchs of the woods, for the sake of their beauty, but I advocate the preservation and wise use of the forests because I feel it essential to the interests of the actual settlers. I am asking that the forests be used wisely for the sake of the successors of the pioneers, for the sake of the settlers who dwell on the land and by doing so extend the borders of our civilization. I ask it for the sake of the man who makes his farm in the woods, or lower down along the sides of the streams which have their rise in the mountains.

Every phase of the land policy of the United States is, as it by right ought to be, directed to the upbuilding of the home-maker. The one sure test of all public land legislation should be: does it help to make and to keep prosperous homes? If it does, the legislation is good. If it does not, the legislation is bad. Any legislation which has a tendency to give land in large tracts to people who will lease it out to tenants is undesirable. We do not want ever to let our land policy be shaped so as to create a big class of proprietors who rent to others. We want to make the smaller men who, under such conditions would rent, actual proprietors. We must shape our policy so that these men themselves shall be the land owners, the makers of homes, the keepers of homes.

Certain of our land laws, however beneficent their purposes, have been twisted into an improper use, so that there have grown up abuses under them by which they tend to create a class of men who, under one color and another, obtain large tracts of soil for speculative purposes, or to rent out to others; and there should be now a thorough scrutiny of our land laws with the object of so amending them as to do away with the possibility of such abuses. If it was not for the national irrigation act we would be about past the time when Uncle Sam could give every man a farm. Comparatively little of our land is left which is adapted to farming without irrigation. The home-maker on the public land must hereafter, in the great majority of cases, have water for irrigation,

or the making of his home will fail. Let us keep that fact before our minds. Do not misunderstand me when I have spoken of the defects of our land laws. Our land laws have served a noble purpose in the past and have become the models for other governments. The homestead law has been a notable instrument for good. To establish a family permanently upon a quarter section of land, or of course upon a less quantity if it is irrigated land, is the best use to which it can be put. The first need of any nation is intelligent and honest citizens. Such can come only from honest and intelligent homes, and to get the good citizenship we must get the good homes. It is absolutely necessary that the remainder of our public land should be reserved for the home-maker, and it is necessary in my judgment that there should be a revision of the land laws and a cutting out of such provisions from them as in actual practice under present conditions tend to make possible the acquisition of large tracts for speculative purposes or for the purpose of leasing to others.

Citizenship is the prime test in the welfare of the Nation; but we need good laws; and above all we need good land laws throughout the West. We want to see the free farmer own his home. The best of the public lands are already in private hands, and yet the rate of their disposal is steadily increasing. More than six million acres were patented during the first three months of the present year. It is time for us to see that our remaining public lands are saved for the home-maker

to the utmost limit of his possible use. I say this to you of this university because we have a right to expect that the best trained, the best educated men on the Pacific Slope, the Rocky Mountains and great plains States will take the lead in the preservation and right use of the forests, in securing the right use of the waters, and in seeing to it that our land policy is not twisted from its original purpose, but is perpetuated by amendment, by change when such change is necessary in the line of that purpose, the purpose being to turn the public domain into farms each to be the property of the man who actually tills it and makes his home on it.

Infinite are the possibilities for usefulness that lie before such a body as that I am addressing. Work? Of course you will have to work. I should be sorry for you if you did not have to work. Of course you will have to work, and I envy you the fact that before you, before the graduates of this university, lies the chance of lives to be spent in hard labor for great and glorious and useful causes, hard labor for the uplifting of your States of the Union, of all mankind.

AT MECHANICS' PAVILION, SAN FRANCISCO, CAL., MAY 13, 1903

Mr. Chairman, and you, Men and Women of San Francisco:

Before I came to the Pacific Slope I was an expansionist, and after having been here I fail to understand how any man, convinced of his country's

greatness and glad that his country should challenge with proud confidence its mighty future, can be anything but an expansionist. In the century that is opening the commerce and the command of the Pacific will be factors of incalculable moment in the world's history.

The seat of power ever shifts from land to land, from sea to sea. The earliest civilizations, those seated beside the Nile, the Tigris, and the Euphrates, had little to do with sea traffic. But with the rise of those people who went down to the sea in ships, with the rise of the Phœnicians, the men of Tyre and Sidon, the Mediterranean became the central sea on whose borders lay the great wealthy and cultivated powers of antiquity. The war navies and the merchant marines of Carthage, Greece, and Rome strove thereon for military and industrial supremacy. Its control was the prerequisite to greatness, and the Roman became lord of the western world only when his fleet rode unchallenged from the Ægean to the Pillars of Hercules. Then Rome fell. But for centuries thereafter the wealth and the culture of Europe were centred on its southern shores, and the control of the Mediterranean was vital in favoring or checking their growth. It was at this time that Venice and Genoa flourished in their grandeur and their might.

But gradually the nations of the north grew beyond barbarism and developed fleets and commerce of their own. The North Sea, the Baltic, the Bay of Biscay, saw trading cities rise to become indepen-

dent or else to become props of mighty civilized nations. The sea-faring merchants ventured with ever greater boldness into the Atlantic. The cities of the Netherlands, the ports of the Hansa, grew and flourished as once the Italian cities had grown. Holland and England, Spain, Portugal, and France sent forth mercantile adventurers to strive for fame and profit on the high seas. The Cape of Good Hope was doubled, America was discovered, and the Atlantic Ocean became to the greater modern world what the Mediterranean had been to the lesser world of antiquity.

Now, men and women of California, in our own day, the greatest of all the seas and the last to be used on a large scale by civilized man bids fair to become in its turn the first in point of importance. The empire that shifted from the Mediterranean will in the lifetime of those now children bid fair to shift once more westward to the Pacific. When the 19th century opened the lonely keels of a few whale ships, a few merchantmen, had begun to furrow the vast expanse of the Pacific; but as a whole its islands and its shores were not materially changed from what they had been in the long past ages when the Phœnician galleys traded in the purple of Tyre, the ivory of Libya, the gold of Cyprus. The junks of the Orient still crept between China and Japan and Farther India; and from the woody wilderness which shrouded the western shores of our own continent the red lords of the land looked forth upon a waste of waters which only their own canoes traversed.

That was but a century ago; and now at the opening of the 20th century the change is so vast that it is wellnigh impossible for us to estimate its importance. In the South Seas the great commonwealth of Australia has sprung into being. Japan, shaking off the lethargy of centuries, has taken her rank among civilized, modern powers. European nations have seated themselves along the eastern coast of Asia, while China by her misfortunes has given us an object-lesson in the utter folly of attempting to exist as a nation at all if both rich and defenceless.

Meanwhile our own mighty Republic has stretched from the Atlantic to the Pacific, and now in California, Oregon, and Washington, in Alaska, Hawaii and the Philippines, holds an extent of coast line which makes it of necessity a power of the first class in the Pacific. The extension in the area of our domain has been immense, the extension in the area of our influence even greater. America's geographical position on the Pacific is such as to ensure our peaceful domination of its waters in the future if only we grasp with sufficient resolution the advantages of that position. We are taking long strides in that direction; witness the cables we are laying down, the steamship lines we are starting—some of them already containing steamships larger than any freight carriers that have previously existed. We have taken the first steps toward digging an Isthmian canal, to be under our own control, a canal which will make our Atlantic and Pacific coast lines in effect continuous, which will be of incalculable

benefit to our mercantile navy, and above all to our military navy in the event of war.

The inevitable march of events gave us the control of the Philippine Islands at a time so opportune that it may without irreverence be called Providential. Unless we show ourselves weak, unless we show ourselves degenerate sons of the sires from whose loins we sprang, we must go on with the work we have undertaken. I most earnestly hope that this work will ever be of a peaceful character. We infinitely desire peace, and the surest way of obtaining it is to show that we are not afraid of war. We should deal in a spirit of justice and fairness with weaker nations, and we should show to the strongest that we are able to maintain our rights. Such showing can not be made by bluster; for bluster merely invites contempt. Let us speak courteously, deal fairly, and keep ourselves armed and ready. If we do these things we can count on the peace that comes to the just man armed, to the just man who neither fears nor inflicts wrong. We must keep on building and maintaining a thoroughly efficient navy, with plenty of the best and most formidable ships, with an ample supply of officers and men, and with those officers and men trained in the most efficient fashion to perform their duties. Only thus can we assure our position in the world at large. It behooves all men of lofty soul fit and proud to belong to a mighty nation to see to it that we keep our position in the world; for our proper place is with the great expanding peoples, with the peoples that

dare to be great, that accept with confidence a place of leadership in the world. All our people should take that position, but especially of California, you of the Pacific Slope, for much of our expansion must go through the Golden Gate, and inevitably you who are seated by the Pacific must take the lead in and must profit by the growth of American influence along the coasts and among the islands of that mighty ocean, where east and west finally become one.

The citizen that counts, the man that counts in our life, is the man who endeavors not to shirk difficulties but to meet and overcome them, is the man who endeavors not to lead his life in the world's soft places, not to walk easily and take his comfort, but the man who goes out to tread the rugged ways that lead to honor and success, the ways the treading of which means good work worthily done.

What father or what mother here, if capable of taking the right view, does not wish to see his or her children grow up trained, not to flinch but to overcome, trained not to avoid whatever is hard and rough and difficult, but to go down into the hurly-burly of actual life and win glory in the arena, heedless of the dust and the sweat and blood of the contest?

You men of the West, the older among you, came here and hewed out your own fates for yourselves. The younger among you are the heirs of the men who did this, and you can not, unless you are false to your blood, desire to see the Nation, which is but

the aggregate of the individuals, act otherwise than in the way which you esteem as honorable for the individual.

Our place as a Nation is and must be with the nations that have left indelibly their impress on the centuries. Men will tell you that the great expanding nations of antiquity have passed away. So they have; and so have all others. Those that did not expand passed away and left not so much as a memory behind them. The Roman expanded, the Roman passed away, but the Roman has left the print of his law, of his language, of his masterful ability in administration, deep in the world's history, deeply imprinted in the character of the races that came after him. I ask that this people rise level to the greatness of its opportunities. I do not ask that it seek for the easiest path.

If our fathers had preferred ease to effort, if they had been content to say: "Go in peace; we would prefer that the Union were kept, but we are not willing to pay the price in blood and effort of keeping it;" if they had done that there is not a man or woman in this hall who would now walk with head erect, who would now have the right to feel, as we have the right to feel, that we challenge equality with the citizens of the proudest country that the world has yet seen. I ask that this generation and future generations strive in the spirit of those who strove to found the Republic, of those who strove to save and perpetuate it. I ask that this Nation shape its policy in a spirit of justice toward all, a spirit of resolute

endeavor to accept each duty as the duty comes, and to rest ill-content until that duty is done. I ask that we meet the many problems with which we are confronted from without and from within, not in the spirit that seeks to purchase present peace by the certainty of future disaster, but with a wise, a fearless, and a resolute desire to make of this Nation in the end, as the centuries go by, the example for all the nations of the earth, to make of it a nation in which we shall see the spirit of peace and of justice incarnate, but in which also we shall see incarnate the spirit of courage, of hardihood, the spirit which while refusing to wrong the weak is incapable of flinching from the strong.

AT THE CEREMONIES INCIDENT TO THE BREAKING OF SOD FOR THE ERECTION OF A MONUMENT IN MEMORY OF THE LATE PRESIDENT McKINLEY, SAN FRANCISCO, CAL., MAY 13, 1903

Friends and Fellow-Americans:

It is a befitting thing that the first sod turned to prepare for the monument to commemorate President McKinley should be turned in the presence of his old comrades of the great war, and in the presence of the men who in a lesser war strove to show that they were not wholly unworthy of those who in the dark years from '61 to '65 proved their truth by their endeavor, and with their blood cemented the foundation of the American Republic. It is a solemn thing to speak in memory of a man who

when young went to war for the honor and the life of the Nation, who for four years did his part in the camp, on the march, in battle, rising steadily upward from the ranks, and to whom it was given in after life to show himself exemplary in public and in private conduct, to become the ideal of the Nation in peace as he had been a typical representative of the Nation's young sons in war.

It is not too much to say that no man since Lincoln was as widely and as universally beloved in this country as was President McKinley; for it was given to him not only to rise to the most exalted station but to typify in his character and conduct those virtues which any citizen worthy of the name likes to regard as typically American; to typify the virtues of cleanly and upright living in all relations private and public, in the most intimate family relations, in the relations of business, in relations with his neighbors, and finally in his conduct of the great affairs of state. And exactly as it was given to him to do his part in settling aright the greatest problem which it has ever befallen this Nation to settle since it became a Nation—the problem of the preservation of the Union and the abolition of slavery—exactly as it was his good fortune to do his part as a man should in his youth in settling that great problem, so it was his good fortune, when he became in fact and in name the Nation's chief, to settle the problems springing out of the Spanish War; problems less important only than those which were dealt with by the men who under the lead of

Washington founded our government and the men who, upholding the statesmanship of Lincoln and following the sword of Grant, or Sherman, or Thomas, or Sheridan, saved and perpetuated the Republic.

When 1898 came and the war which President McKinley in all honesty and in all sincerity sought to avoid became inevitable and was pressed upon him he met it as he and you had met the crisis of 1861. He did his best to prevent the war coming; once it became evident that it had to come then he did his best to see that it was ended as quickly and as thoroughly as possible. It is a good lesson for nations and individuals to learn never to hit if it can be helped and then never to hit softly. I think it is getting to be fairly understood that that is our foreign policy. We do not want to threaten; certainly we do not desire to wrong any man; we are going to keep out of trouble if we possibly can keep out; and if it becomes necessary for our honor and our interest to assert a given position we shall assert it with every intention of making the assertion good.

The Spanish War came. As its aftermath came trouble in the Philippines, and it was natural that this State, within whose borders live and have lived so many of the men who fought in the great war, should find its sons eagerly volunteering for the chance to prove their truth in the war that came in their days; and it was to be expected that California's sons should do well, as they did do well, in the Philippines in the new contest.

And now it is eminently fitting that the men of the great war and the men of the lesser war claiming not only to have been good soldiers but to be good citizens should come here to assist at laying the foundation of the monument to him who typified in his career the virtues of the soldier and exemplified in his high office our ideals of good citizenship. I am glad that such a monument should have been erected here in this wonderful State on the shores of the Pacific; in this city with a great past and with a future so great that the most sanguine among us can not properly estimate it; this city of the Occident which looks west to the Orient across the Pacific, westward to the west that is the hoary east; this city situated upon that giant ocean which will in a not distant future be commercially the most important body of water in the entire world.

I thank you for coming here and for giving me the privilege of joining with you to-day in these solemn ceremonies of commemoration, the ceremonies of laying the foundation of a monument which is to keep green in mind the memory of McKinley as a lesson in war and a lesson in peace, as a lesson to all Americans of what can be done by the American who in good faith strives to do his whole duty by the mighty Republic.

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